
Master's THESIS

Ms.
Katharina Kalb

**How can a startup launch an
effective promotion strategy
while avoiding financial
burdens?**

The case of sí-internships.

2015

Master's THESIS

**How can a startup launch an
effective promotion strategy
while avoiding financial
burdens?**

The case of sí-internships.

author:

Ms. Katharina Kalb

course of studies:

Industrial Management

seminar group:

ZM13wS-DHS

first examiner:

Professor Herbert E. Graus

second examiner:

Katharina Bauer

Information on this work

Kalb, Katharina

Topic of thesis: How can a startup launch an effective promotion strategy while avoiding financial burdens? The case of sí-internships.

87 pages, Hochschule Mittweida, University of Applied Sciences,
Faculty of Media, Master's Thesis, 2015

Abstract

This master's thesis was written in cooperation with the Spanish company sí-internships. Developing an effective promotion strategy for this startup spending as little financial resources as possible is the main objective of this work. To do so an extensive research on the current internal, external and integral market situation follows. Building on the results of this analysis promotional objectives are being determined and a target audience chosen. Next a promotion strategy is being established.

List of contents

List of contents	V
List of abbreviations	VII
1 Promotion	1
1.1 State of the art	1
1.2 Sí-internships	2
1.3 Situation analysis	4
2 Target system.....	7
2.1 Requirements on promotional objectives.....	7
2.1.1 Paramount objectives.....	7
2.2 Promotional objectives	9
2.2.1 Analyses of market players	9
2.2.2 Results of the competitive analysis	12
2.2.3 Results of the customer analysis.....	17
2.2.4 Improving internal factors	18
2.2.5 Results of the SWOT analysis.....	21
2.3 Setting up a target system.....	26
2.3.1 Planning promotional instruments	27
3 Target audience.....	39
3.1 Grouping customers through market segmentation	40
3.2 Planing the target group.....	52
3.2.1 Group A: Students	54
3.2.2 Group B: School-leavers	56
3.2.3 Group C: Workers	58
3.2.4 Group D: Parents	60
3.2.5 Group E: Educators	62
4 The promotion strategy	64
4.1 The company's strategy as guideline	64
4.2 Developing a promotion strategy	65
4.2.1 Sponsorship.....	66
4.2.2 Website optimization	69
4.2.3 Cooperation	74
4.2.4 Social media	76
4.2.5 Direct marketing.....	81

5	Conclusion	84
5.1	An affordable and effective promotion of sí-internships	84
5.2	Future prospects	87
	Bibliography	XI
	Declaration or originality	XIV

List of abbreviations

ca = circa

e.g. = for example

etc = etcetera

NGO = Non-Governmental Organization

NPO =Nonprofit Organization

SEO = Search Engine Optimization

USP = Unique Selling Proposition

1. Promotion

In global economy startups have always played an important role. During the last few years their importance has grown even more. Governmental incentives have been created all over the world to support their growth and development however statistics show that the mortality rate is extremely high. This can be traced back to an inefficient resource allocation, a lack of promotional activities or wrong marketing investments (D'Avino, De Simone, Iannucci and Schiraldi, 2014, p.1). Out of these current economic issues the question arises how a startup can launch an effective promotion strategy while avoiding financial burdens. This master thesis will examine this topic by focusing on the case of sí-internships. While avoiding expensive ways of communication an effective promotion strategy shall be developed for sí-internships.

Manfred Bruhn (2015, p. 5) defines corporate communication to comprise the entire communication tools and measures of a company used to communicate its services and products to relevant internal and external target groups. This definition also applies to the term promotion with the difference that promotion confines itself to addressing exclusively customers. As sí-internships only has very few employees and little other stakeholders it makes sense to focus on developing a promotion strategy addressing customers.

This essay will therefore refer to the term promotion as defined by the Economic Times (2015): "Promotions refer to the entire set of activities, which communicate the product, brand or service to the user. The idea is to make people aware, attract and induce to buy the product, in preference over others".

1.1 State of the art

Manfred Bruhn (2015) has recently published the eighth edition of "Kommunikationspolitik" in which he describes how promotion needs to be applied to contribute to a successful marketing strategy as one of its five elements next to place, people, product and price. His guide is practical as well as extensive and he emphasizes the importance of an integrated strategy and that promotion always has to contribute to the overall objectives of the company representing it authentically. Simply the fact that this new edition of "Kommunikationspolitik" was published only two years after the seventh edition shows that promotion has changed rapidly during the last years.

A slightly older approach to this matter is made by Seidenspinner and Busch (2007). This work introduces the reader to fundamental knowledge about marketing communication. This fundamental knowledge is also presented by George Belch and Michael Belch (2004) in their book "Advertising and Promotion". Belch and Belch describe marketing methods accurately and especially emphasize the effects of different promotional instruments and how the importance of the different instruments keeps hierarchically changing. Above the line approaches become less and less whereas below the line approaches become more and more dominant in a communication environment that changes quickly.

These quick changes are also present in the literature which supports this master thesis. Next to basic works on promotion as the examples described above, mainly scientific articles serve as guidelines showing the latest realizations and findings. Especially the Journal of Marketing, the Journal of Marketing Research and the Harvard Business Review represent present ideas and opinions on marketing and promotion. Especially useful to build a promotion strategy for sí-internships are the insight D'Avino, De Simone, Iannucci and Schiraldi (2014) give in "Guidelines for e-Startup Promotion Strategy" as they emphasize characteristics of Online Promotion.

According to the sources mentioned above promotion has never been changing as rapidly as it has today. Online and digital marketing becomes more and more important as an international target audience can be reached without having to invest in expensive print or TV advertisement. But even Online Marketing has to be rethought every day. The development from web 1.0 to 2.0 has opened up new opportunities including social media, viral marketing and buzz marketing possibilities online as Bruhn (2015, p. 471), Belch and Belch (2004) and Ettenson, Conrado, Knowles (2013, p. 26) find.

The promotion strategy for sí-internships will build on these insights. These developments as well favour the rise of startups. Startups have gained a great market share in comparison to big companies which are less adaptable to constantly changing promotional demands (D'Avino, De Simone, Iannucci and Schiraldi 2014).

1.2 Sí-internships

In this section the company sí-internships will be introduced. Sí-internships is a startup of the parent company studentsgoabroad.com. Studentsgoabroad.com is a successful placement agency founded in 2007 operating worldwide. The company headquartered in Germany mainly targets the German and European market. It offers potential clients

to find internship places and voluntary activities abroad. The team of studentsgoabroad.com is responsible for acquiring customers, consulting them, checking their application documents and then forwarding them to cooperation partners in the country the clients want to go to. The cooperation partners will then place them in companies or voluntary projects and partly also help organizing their stay.

Sí-internships has had the same tasks as cooperation partners during the last four years. Located in Barcelona, Spain sí-internships has been responsible for finding internship places for customers interested in working in Barcelona. The customers have been and still are acquired and forwarded by studentsgoabroad.com. Therefore sí-internships has been in contact with companies in Barcelona interested in employing interns from foreign countries and at the same time with clients, interested in working in Spain. The following table shows the service offer of sí-internships.

Services prior to the internship in Barcelona	Services upon arrival	Services during the internship
<ul style="list-style-type: none"> - Contact person during the entire period of preparation - Personal coaching regarding fields of interest - Customized internship placement regarding field of work, duration and dates - Company contract or agreement 	<ul style="list-style-type: none"> - Orientation - Detailed information about Barcelona and its surroundings - City Map - Information about various leisure time activities - Administration service 	<ul style="list-style-type: none"> - Competent local contact persons 7 days a week - Emergency contact - Regular intern meetings - News, information about specials and events in and around Barcelona - Certificates <p>(sí-internships, 2013)</p>

Due to legal problems the company had to change its name to sí-internships in 2015. Before that it was called Spain-Internships, this name was however too similar to Spaininternship, another internship placement service operating in Spain. Because of

these issues the website is now offline while a new website with the new name is being designed.

In the future sí-internships shall continue finding internship places for clients forwarded by studentsgoabroad.com. However these are only few and to make full use of the capacities of sí-internships it will need to target its own clients. This also opens up the possibility to address a new market studentsgoabroad.com does not reach.

1.3 Situation analysis

As Bruhn (2015 pp. 133-174) emphasizes a successful promotion strategy needs to be built on an extensive situation analysis. This analysis has been carried out prior to this master thesis and will in this work be referred to as the results of the research paper and the “situation analysis” (Kalb, 2015). All sections of this master thesis in which promotional objectives, the target group and the strategy will be developed build on these basic insights describing internal, external and integral factors influencing the actions of sí-internships. Following the PEST analysis carried out will be shown to determine the environmental frame sí-internships is bound to. Further references regarding the results of the PEST analysis are listed in the research paper.

PEST analysis

Environmental factors are in general hard to control but still need to be considered as they can influence the company strongly, also in relation to its communication policy (Bruhn, 2013, pp. 159). The effects which environmental factors have on sí-internships will be analysed at this point.

Political:

Internationally the politics play an important role due to visa regulations. This is restricting the market of sí-internships. Applicants from Europe can travel Spain easily but those who are not from Europe usually have to be students to apply for a student visa as there are little other options that will allow them to work in Spain. Sí-internships can therefore only reach out for clients that will be able to get a visa for Spain.

The market is further restricted through some new laws of the Spanish government concerning internships. Companies are being advised to rather employ students involved in a study program than adults already finished with education. However a lot of companies in Barcelona will still employ any interns.

Economic:

Due to the economic crisis in Spain there are many companies who are interested in employing interns or even depend on the cheap workers. That makes it easy for sí-internships to find internship places for their applicants.

The students in turn, are interested in going to Barcelona because it is one of the most important centers of international trade in Europe. Studying economy for example, they want to be part of what is happening in one of the capitals of international business.

A person from a wealthier country is of course more likely to do an internship abroad as he/she can bear the costs of such a work experience. One could argue that countries with a high rate of unemployment and a weaker economy are therefore not interesting as target markets. However this is not totally true. Due to high unemployment rates of academics in Russia, China etc., students will have to make their CV outstanding to be able to obtain a safe workplace. If they can somehow afford it they will therefore have to seek for an experience abroad to increase their employability. In wealthier countries more people can afford to go abroad, however in economically weaker countries people have a stronger motivation to go to Spain.

Another important factor is the globalization. Due to the globalization and trade becoming more international employers often prefer to give jobs to applicants who have lived in another country for a certain time because these applicants will be able to handle international business relations easily. Therefore students are interested in going abroad to boost their curriculum vitae. This has a positive influence on the number of customers of sí-internships (Kalb, 2015).

Social:

Education has been improving worldwide and the number of students attending university has increased enormously. The university courses have changed as well. Due to the globalization education has adapted to an international work environment and stays abroad have become obligatory to complete a large number of educational programs. This means that the number of students looking for an internship abroad has increased too.

Going abroad for a certain time has become a social trend in wealthy countries. It is lifestyle related and shows that the person is ready to broaden his/her horizon and is open to new experiences. This is well regarded in society, especially in Europe, Australia and in the US where the individual is very important.

This importance of the individual goes hand in hand with the pursuit of self-realization. Self-realization has become very important in society (Europe, especially Germany, US, Australia). Everybody wants to do something individual and special like not staying in the same place as everybody else. Going to Barcelona to do an internship fits this trend and contributes to the pursuit of self-realization.

A factor which does not contribute to booking the service of sí-internships is the newly introduced minimum wage for interns in Germany. This topic has been extensively discussed in the media during the last year and the new law has been enforced in 2015. A great deal of the customers of sí-internships is German. In Germany there is due to all these discussions and the enforcement of the new law the social trend to ask for paid internships. A great part of the German society now regards working for free as unfair. This makes it harder to sell a service to Germans that offers finding unpaid or little paid internships for them. In turn, in Spain paid internships are rather uncommon. This goes even further. As the placement service of sí-internships is connected to costs, it might even trigger the feeling to overall lose money by doing an internship instead of earning money which can be contradictory to the expectations of a working experience (Kalb, 2015).

Technological:

The internet programs and the phone are the key technological advices through which sí-internships can advertise and sell its service worldwide. Constant technological improvements of web and digital technologies allow better online marketing methods (Kalb, 2015).

Scientific approach to developing a promotion strategy

Taking these conditions into account a promotion strategy will be developed. To do so first objectives need to be outlined, a target audience identified and a strategy determined.

2. Target system

In this section a target system will be established and promotion objectives determined.

2.1 Requirements on promotional objectives

To develop a target system for the promotional objectives it is important to first have a look at the company's overall goals. Promotion has the function to support corporate aims as a sales-political instrument. Therefore promotional objectives need to go hand in hand with corporate goals (Bruhn, 2015, pp.178).

The overall goals can be divided into economic objectives and psychological objectives. Economic objectives are: Profit, gross margin, return, turnover, sales, market share. The main psychological objectives of sí-internships are: Brand awareness, image, customer satisfaction. The four P's in marketing (Promotion, Price, Place, Product) will contribute to the achievement of these objectives. As this investigation is focusing on the promotion of sí-internships, promotional objectives will play a major role in the following. Promotional objectives are mostly related to psychological objectives and can also be further divided into sub-objectives. It is however vital that they will all in all contribute to the corporate objectives. These corporate objectives will be outlined in the following.

2.1.1 Paramount objectives

Mc Kinsey's 7-S framework (Mc Kinsey, 1980) has been adapted to analyse the current corporate strategy of sí-internships critically. The following shows the results of this investigation.

Strategy

- customer acquisition strategy
- strategic instruments: cooperation, online marketing
- strategy generally very vague, no concrete plans or set time frames → in need of main long-term objectives to create a concrete strategy map

Structure

- parent company is studentsgoabroad.com
- as studentsgoabroad.com mainly distributes its customers to its international partners which will place the students in their countries, this relationship shall also be reversed - this means that the international agencies will pass on its local clients to sí-internships which will find an internship for them in Spain
- strongly dependent on clients that studentsgoabroad.com forwards → trying to become more self-dependent to attract a target audience that studentsgoabroad.com does not reach
- sí-internships itself has two permanently employed workers

Systems

- no regular performance review

Shared values

- shared values intensified through the company's support of social and environmental projects, shared value of sustainability
- flat hierarchy ensures appreciation of every single team member
- friendliness and politeness
- team orientated work
- small size of company ensures clear sets of responsibilities

Skills:

- quick placement service
- quick responding and very friendly customer service
- customer care in Barcelona
- good communication between team members
- lack of marketing activities → stronger focus on marketing is a short-term objective
- improvements on the website necessary (e.g. SEO)

Staff

- lack of Human Resources in marketing, for finding cooperation partners → restructuring of Human Resources
- motivated and well educated staff
- interns play an important role which causes a high fluctuation

Style

- flat hierarchies within the company and in relation to the customers
- personal and direct contact between customers and employees

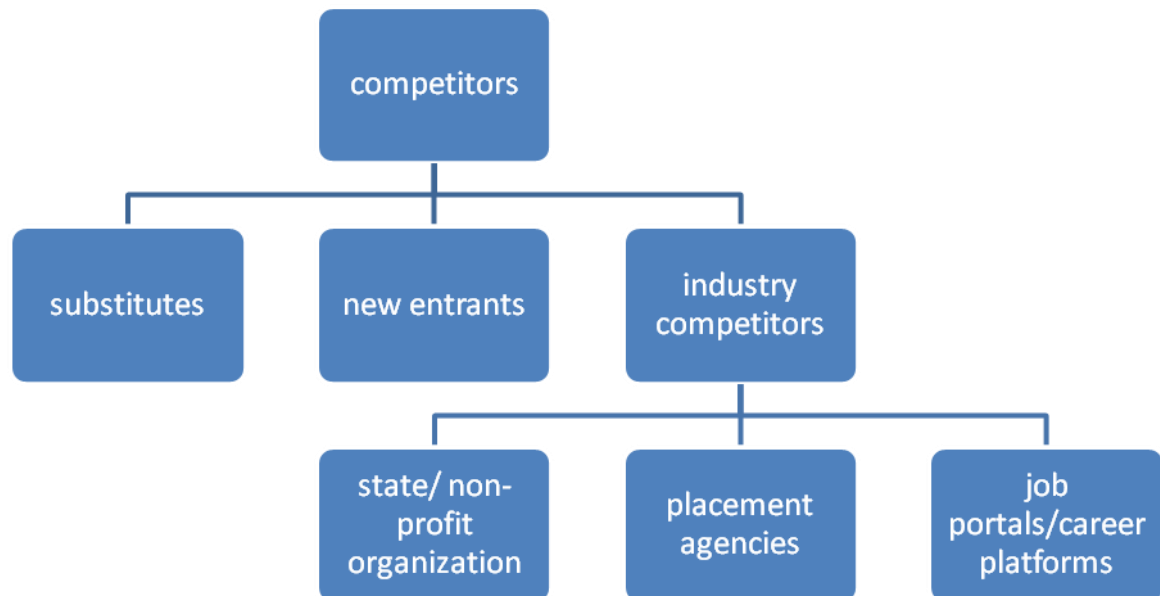
This 7-S framework shows current objectives of sí-internships next to presenting the current strategy realistically. As mentioned in this analysis above, there is no concrete strategic plan with set goals and time frames available the promotion strategy could relate to. It would go beyond the scope of this master thesis to develop and outline a corporate strategy map. According to this insight the 7S framework shown above will serve as a rough guideline presenting the corporate objectives. The promotional objectives will built on this guideline to support the overall goals of sí-internships.

2.2 Promotional objectives

First this essay will look at the situation analysis that has been carried out ahead. Seeing the current market and internal situation of sí-internships will help making out weak spots and finding ways to differentiate from the competition. Therefore the following paragraph will go through the most remarkable results of the previously carried out situation analysis and develop promotional objectives out of current conditions.

2.2.1 Analysis of market players

Here the analysis of the competitive forces that shape the market will be taken into account to create a reliable target system. The research paper shows that sí-internships has to cope with a lot of competition which offers the same service or a service with a similar use. This competition acting on the relevant market has been investigated and researched in the situation analysis (Kalb, 2015). The following diagram shows the different competitors and the competition structure that is relevant in the business area of sí-internships.



Competitors according to Porter's ideas on "The five competitive forces that shape strategy" have been taken into account. Even though his idea on how to look at competition has been used for years it is still relevant and has played an important role in competitive analysis ever since it has been published in 1979. He is still quoted in most meaningful essays on management strategies. In this work it was transformed into the diagram above to show how the competition of sí-internships can be structured using a tree diagram.

On the first level of this graph you can find: substitutes, new entrants and industry competitors. In the research paper it has also been investigated that the entrance barriers are very low (Kalb, 2015, pp. 11). This of course favours new players to enter the market. It also shows that there are many substitutes for the service of sí-internships. This will influence the customers' choices on how to spend their time in Spain and whether to do an internship (as offered by sí-internships), a language course, a surf course, a cooking course etc. Here is a short presentation of the five forces that will also shape the strategy of sí-internships. After the presentation of each force a promotional objective will be derived determining on how to cope with the market players.

According to Porter (2008), the relevant players and their influence on the market can be portrayed as following.

Potential Entrants

The entrance barriers are very low:

- low capital requirement

- no switching costs (very little cost advantages by booking the service again at the same company)
- no specialist knowledge (necessary knowledge is easy to obtain)
- business associates abroad must be found which makes the entrance barriers a little higher but it is nothing that cannot be overcome (e.g. sí-internships is working with studentsgoabroad.com)
- no proprietary product differences
- no expected repayment

To cope with potential entrance successfully valuable networks with other placement agencies, non-profit organizations, companies offering internship places, universities and other business associates need to be built.

Substitutes

Substitutes can be other long term travel opportunities:

- language courses abroad
- voluntary work programs
- travel agencies offering long time stays
- courses abroad, e.g. cooking, surfing, sports, maritime activity courses

To stand out in the market and convince customers to decide to do an internship in Spain and not to participate in a substituting program the advantages of doing an internship need to be communicated. Next to that offering language courses etc before, during or after the internship is another objective. Offering a combined program will give clients the impression to get it all and not to have to decide.

Suppliers

The suppliers are suppliers for web content management systems

- little dependency (Kalb, 2015, S. 30)

Industry Competitors

- big industry growth → more and more students want to go abroad, more and more university courses require a stay abroad
- low fixed costs → low entry barriers
- little product differences
- high switching costs (most companies offer a reduced fee for clients booking the service twice, however most customers are only interested in going abroad once)

- low diversity of competitors
- no exit barriers
- brand identity important
- easy to get the information necessary to work in this field

To cope with industry competitors, it is important to create a brand identity as key value. Next to that sí-internships will need to find a way to differentiate from the competitors and also create a unique promotional approach. Also networking and cooperation activities are important to establish a solid base for its marketing activities. A positive word of mouth and a good reputation need to be aimed at too.

2.2.2 Results of the competitive analysis

As the competitors operating on the market now are the biggest threat to the success of sí-internships, these have been analysed in detail. These analysis can be used to adapt to the strengths of the competition and find possibilities of differentiation to stand out in the market.

To make the competitors comparable to sí-internships the following questions are being answered: Who are they and where are they being located? What do they offer? In which languages did they translate their website? Through which communication channels do they address their clients? Is there something special about their websites?

Further it is important to have a look at the brand and what messages it transfers to the customers. This can be ideally explored by using Aaker's concept of the brand steering wheel which especially the well-known German economist Esch (2010, pp. 101-106) advertises and reuses in his works as well. The complete analysis can be found in the appendix of this essay. Here follows an interpretation of this analysis and a derivation of future company objectives to be able to copy the strengths of the competitors and find a way to stand out in the market.

Search Engine Optimization

The most obvious weakness of sí-internships is that it is hard to find on the internet. This is a big disadvantage as it is mainly operating online. The situation analysis (Kalb, 2015) considers the most important competitors of sí-internships. Thirty-one companies have been picked by looking at how well they can be found online. Sí-internships is not one of the 31 companies appearing first in the result lists of the various search engines

that have been used. **This means that a SEO is necessary so that it will move up in the result lists of google, yahoo, bing, etc so that clients will find the company online easily.**

The communication tool language

Looking at the language it can be seen that some websites are available in different languages. The website of GLS Sprachenzentrum for example is available in German, English, French, Italian, Spanish, Chinese, Portuguese, Korean, Russian and Polish. There is an English, German, French, Italian and Spanish website of iAgora. The website of Spaininternship is in German, English, Russian, Spanish, Chinese, French, Finnish and Swedish. As these websites are available in more languages, a broader market is being addressed.

This will not only help clients to understand the websites better in their native tongue but also direct new customers to the websites who are searching for a placement service via search engines by typing in words in their mother tongue. Customers looking for a placement service in Russian for example will not find the English website of a placement service. The search engine will however suggest Russian website. The website of sí-internships is only available in English now. As the relevant market of sí-internships is however very international the website should be translated into more languages, especially Chinese and Russian.

One of the goals of the promotion strategy of sí-internships is therefore to reach more customers by translating the website into more languages.

Communication channels

Looking at the communication channels being used by the competition it is striking that some competitors like Spaininternship are offering a more direct contact via telephone with different country codes or even a skype live chat like Praktikumsvermittlung.de. Many placement companies also do have a contact button on the website that can be found easily. This allows customer to contact the companies directly and get the information they need instantly.

This quick and easy communication will also lead to a quicker and facilitated purchase of the service. Telephone and skype conversations will also create a more direct contact than the conventional communication via e mail. The customer can therefore get to know his contact person better and a trustful relationship can be established. There are many positive aspects of using telephone and a skype live chat as communication channels. Using more communication channels also means reaching more people using those different ways of communication. Sí-internships is not using

linkedin or youtube yet and neither has a blog. This needs to be changed too to reach more potential customers.

The goal for sí-internships is therefore to use more direct communication channels such as telephone with different country codes and skype and find a way to make it easier for customers to contact them. Different ways of communication like videos on youtube, a linkedin profile and writing and keeping a blog updated will need to be established too.

Special promotional tools

Differentiation from the competition is a criteria to be successful. To what extent is the competition of sí-internships differentiated and what makes their way of communication special?

Most competitors address their clients in a very specific way. This information can be taken from the brand steering wheels presenting the positioning of the competition (appendix). Studying, living and working in Spain is mainly promoted as career-enhancing (el casal, ABC Humboldt, Spain Internship), affordable (Barcelona SAE), romantic and fun (cis abroad) and as a way to broaden one's horizon (connect-123). As the target group consists mainly of students; fun, career-enhancing and affordable are very important attributes most competitors aim to promote. If sí-internships achieves to mirror these brand attributes it will also have a positive effect on the client's perception of the company as a fitting mediating service.

A strong connection of fitting attributes can especially be achieved by creating a slogan which is written under the company's name. Clients will connect the words with the company. Most competitors do have one (e.g. Go Overseas - Real Programs.Real Reviews) (iAgora - Globalize your CV).

An objective of sí-internships is therefore to present an internship in Barcelona as fun, affordable and enhancing professional and personal development. This can be supported by creating and introducing a slogan mirroring these attributes.

Cis abroad, IES abroad and Barcelona SAE for example support the idea of the affordability of the internship by offering scholarships. Clients can get a scholarship (reduced price) for example for writing a blog about their time in Spain or making many nice pictures to document their stay abroad. Clients sometimes can also get a scholarship if they convince a friend to apply to the company too. Those kinds of price reductions can be very appealing to customers. On the other hand the placement

service can profit from testimonials, blogs, pictures, etc from the intern for marketing purposes.

Sí-internships does also offer monetary rewards for writing a blog, testimonials and bringing new customers to the company and is willing to extend these offers. However those monetary rewards are not labelled as scholarships and are not presented on the website. To catch up with the competitors sí-internships can advertise those monetary rewards as scholarships too to give the impression to the clients that sí-internships will support them financially to make their stay abroad affordable. This will also impact the brand image and make sí-internships look charitable.

Offering different scholarships on the website is another objective.

A target group specific positioning is important to appeal to a specific group which is most likely to buy a product. The more specific this communication is the more likely it is that a customer will respond to the promotion (Jones, 1994, p. 5). GLS Sprachenzentrum addresses different target groups in a very evident way by promoting offers for different age groups. A category on their website is for example "travelling for those over 50". Cis abroad ensures US students that they can get university credits for participating in the program. This specific offers will make a target group feel involved. Sí-internships can achieve this involvement as well by promoting target group specific offers too.

Therefore one of the communication goals is to create a target group specific promotion.

Another important way to distinguish the different placement agencies is how the websites are structured. Well-structured websites like the one of World Internship will facilitate finding the most relevant information quickly. Finding relevant information about the costs of an internship is facilitated especially by the price calculator on the website of Praktikumsvermittlung.de. This price calculator will give you the price for the specific service you are interested in. This will give the client the impression of a transparent and therefore trustworthy company. Transparent prices are especially important for companies that mainly operate online (Süss, Zerfaß, Dühring, 2011, p.35). Dream Careers as another example, structures its website into three sections: information for students, information for employers, information for educators. This is a way to purposefully deliver specific information to different target groups through a well-structured website.

A clearly structured website with transparent and relevant information that is easily accessible is another objective sí-internships can achieve.

Further it can be seen that some competitors try to communicate their size to have a positive effect on the quality of the internship. Vamos Barcelona is a very small company and gives the impression to the clients that they will be treated individually and more personally. Barcelona SAE promotes its big size to stand for experience and well trained routines. Sí-internships can also profit from its small size that really makes the contact to all customers very individual.

The advantages of a small-sized company need to be communicated on the website.

Testimonials of participants and former participants in an exchange program can as well be a medium to create trust by enabling a communication between clients that have been in the same role choosing a program as future clients will be. They can share their doubts and experiences with the program first hand. El casal for example does provide those testimonials on its website. There are mainly quotes from former participants who now study at highly regarded universities. This information about their career is presented above the testimonial. This suggests that the exchange program to Spain leads to academic success and provides role models to the target group. Publishing testimonials of participants can also be a way for sí-internships to gain the trust of people interested in booking a placement service.

Another objective therefore is to collect and publish testimonials of participants to gain the customer's trust and create role models.

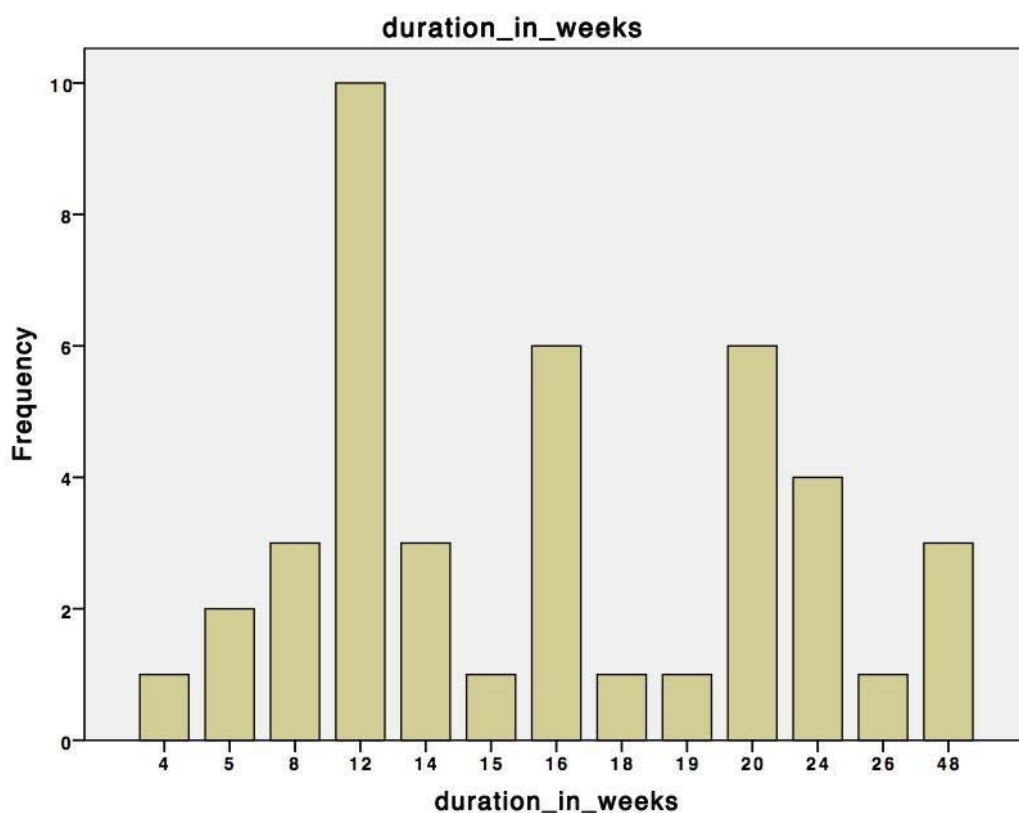
Especially US placement agencies often offer different packages (e.g. Barcelona SAE). This means that the clients can either book just the internship placement or their entire stay through the agency, eg. accommodation service, airport pickup, trips around Europe/Spain, language courses, insurance. sí-internships is theoretically able to offer those services next to the internship placement too, but packages are not advertised on the website yet. Package offers can be a way to respond to individual needs of the clients and are therefore an individualization of the service. This will attract customers as they will feel like sí-internships is providing exactly what they need.

The promotion of different service packages is therefore another aim of sí-internships promotion strategy.

2.2.3 Results of the customer analysis

The main results of the customer analysis will be presented in the next section in which the target group will be determined. The duration of the internships the customers have decided for will however be discussed at this point as it contributes to the formulation of sí-internships's objectives. During a previous research customer data has been analysed using SPSS to determine trends in consumer behaviour. This has been done regarding the duration of the customer's stay in Barcelona.

The minimum duration of an internship is/was four weeks, the maximum duration 48 weeks. Most interns however did/do the internships for 12 weeks (23.8%), 16 weeks (14.3%) or 20 weeks (14.3%).




Therefore a 12 weeks long program, a 16 weeks long program and a 20 weeks long program can be especially promoted as they seem to fit the customer's interest best.

2.2.4 Improving internal factors

Following this essay will also have a look at the internal factors and analyse which promotional objectives can be traced from the current situation to improve in the future. In the following table the most important facts about the company are being presented.

<u>company name and location</u>	<u>prices</u>	<u>service</u>	<u>languages</u>	<u>communication channels</u>	<u>special features on the website</u>
si-internships	ca 490€	- internship placements in Barcelona	- English	- web page - facebook - google+ - twitter - pinterest	- news and testimonials on web page - texts very emotional and appealing - aesthetic, professional layout - no contact button in the foreground

Aaker's brand steering wheel

Brand benefit: Sí! sí-internships Get an internship in Spain	Brand tonality: - special - rich-in-experience - well- established - cosmopolitan - in love with Barcelona
Brand attributes: - work with prestigious companies - located in the amazing city of Barcelona - offering interesting intern meetings	Brand picture: 

The previous chapter emphasized that the strengths of the competitors should be copied to offer equal benefits to clients. However only this will not make sí-internships a successful placement service. Being as good as the competitors will not be a reason for clients to decide to book the service of sí-internships. It is vital to achieve a Unique Selling Proposition. Theodore Levitt, Harvard Professor and one of the fathers of marketing stated in 1991 that differentiation is one of the most important strategic and tactical activities in which companies must constantly engage. Therefore differentiation must be one of the main objectives of sí-internships which can be aimed at through its communication as stated below.

As mentioned before cooperation and network building are important tools to be well integrated in the market and to make entrance barriers higher for new competitors. They can also be a way to gain new customers. Following networks and cooperation can be established in the future to differentiate from the competitors and find new ways to reach clients.

As shown in the research paper, a great number of customers are students (Kalb, 2015, pp. 14). **To attract this interesting customer group universities will need to be addressed and cooperation established.** Being recommended by universities will help gaining the trust of students. It will also help reaching the students easily via their educational institution. This can be a criteria of differentiation as information about other competitors can mainly be accessed via the internet, a less reliable source.

Sponsoring can be another way to get the attention of future clients. Sponsoring for example student-initiated events will help to gain their attention and their will to engage with a company that first also engaged with them. This will create a Unique Selling Proposition as some kind of contact will be initiated in some cases even before the students start to actively plan their stay abroad. Sí-internships will be the company they already know personally and maybe even the reason for some students to start thinking about doing an internship in Barcelona.

In times where sustainability becomes more and more important and the corporate image matters a lot supporting and cooperating with non-profit organizations can be a way to contribute to the company's image.

Cooperation with accommodation bureaus, travel agencies, language courses, dance schools etc can be a way to broaden the offer of sí-internships. A client will then not only be able to book the internship placement but also an accommodation and the participation in free times activities in Spain. Moving to another country for some time is connected to many uncertainties. Clients will wonder where to live and how to meet people, what to do in their spare time etc. Therefore most customers will be happy to have the certainty of having organized ahead how they will cope with these questions.

At the moment most clients reach sí-internships via the intermediating service studentsgoabroad.com (Kalb, 2015, pp. 19). studentsgoabroad.com however mainly reaches the German market. studentsgoabroad.com works with different placement agencies all over the world. It advises students who want to go abroad on which country to go and establishes the contact with local agencies which will then concretely look for internship places for students. **Establishing cooperation with placement agencies worldwide, especially in the US, China, Russia and Australia will help reaching clients from these countries.**

This last section of the essay investigated to what extent communicational objectives can be derived from the situation analysis.

Cooperations will be very important to be successful in the future. Next to that a criteria of differentiation that needs to be communicated more are the very attributes of sí-internships and its very strengths. **The main advantage of sí-internships is the individual treatment of the customers and the personal contact, especially once they have arrived in Barcelona. This needs to be advertised.**

2.2.5 Results of the SWOT analysis

Also the SWOT analysis suggests strategies to overcome weaknesses and risks. Here some of the previously developed promotional goals are emphasized and repeated shortly, embedded in an integrative situation review.

Opportunities:

- use of other marketing channels especially multimedia channels like youtube
- visa regulations became less strict for students who want to go to Spain
- international education becomes more important due to the globalization of trade
- staying abroad is lifestyle related in western society
- many other placement services don't have an office in Barcelona on-site
- it becomes more common to book a service via the internet
- social media become more important
- strategic alliances
- society becomes more service orientated (Kalb, 2015, pp. 48-51)

Threats:

- other placement agency (concurrence) are growing and new ones are entering the market
- placement agencies with an office in Germany that customers can go to and not only order the service via the website
- Spanish laws restricting the employment of interns in Spanish companies
- international offices at universities and other cost-free help to find an internship abroad grow and diversify (Kalb, 2015, pp. 48-51)

Strenghts:

PRIOR TO THE REGISTRATION

website:

- beautiful pictures and nicely written texts that make people keen on going to Barcelona
- Sí-logo: positive and convincing to say "sí" to registering with sí-internships
- some internship positions can be found on the first page —> the applicant won't need to search for the internships offered
- amount of compensation for paid internships can be found on the web page

social media:

- present on Twitter, Facebook, Pinterest, Google+
- regular posts on Facebook (Tuesday and Friday evenings when there is most traffic on Facebook)

customer service:

- quick replies to requests via e mail or Skype

REGISTERED

customer service:

- quick replies to any e mails/calls from customers,
- extensive consultation and feedback on application documents

DURING AND AFTER THE STAY ABROAD

customer service:

- contact person in Barcelona
- after the arrival the interns are invited to visit the office of sí-internships, they are being welcomed and get a little present including a bag with some maps/journals etc about Barcelona
- intern meetings at a bar or restaurant
- interns are always being asked for feedback, in case they don't like their work place
- another internship will be found for them (no extra costs)
- phone number interns can reach at any time in case they will have an emergency
- monthly newsletter with tips on what to do in Barcelona during the different seasons (Kalb, 2015, pp. 48-51)

Weaknesses:

PRIOR TO THE REGISTRATION

website:

- SEO needs to be done
- contact and application forms cannot be found on the first page which makes it harder to get in touch with the sí-internships team
- no video promotions (only texts and photographs)
- not all internship offers can be found easily
- no contact via phone possible
- no prices for the placement service on the website
- website only in English

- on the website as well as through social media Barcelona is presented as a fun place to be rather than a city with great economic potential and importance in world wide business (students are interested in going to such places as these will help them boost their CV)

social media:

- no regular posts on Pinterest, Twitter, Google+ and little followers
- not many friends and followers on Facebook neither, little likes for posts —> this does not seem to be connected with benefits for the Facebook user
- social media are not very interactive

marketing channels:

- only the website (with contact field) and social media are being used

Registered:

- sí-internships will forward the CV of applicants to companies which do offer the right internship position, often the companies need lots of time to decide for an intern and therefore the applicant has to wait long to get an answer from sí-internships

DURING AND AFTER THE STAY ABROAD:

- no further contact to customers who have left Barcelona (Kalb, 2015, pp. 48-51)

Strengths-opportunities strategy: <ul style="list-style-type: none">- keeping the high standard of the service up- putting more emphasis on the Si-logo, repeating it more often so that people will connect it with sí-internships- addressing especially private Universities and getting in touch with them, as many clients of private universities are interested in the service of sí-internships	Strengths-risks strategy: <ul style="list-style-type: none">- create a slogan that people will not forget easily and connect with sí-internships- create videos, they can be funny to become memorable, maybe even a jingle- new positioning that makes sí-internships special and different to its competitors- cooperation with international offices at universities- cooperation with job portals/career advisor services etc
--	--

<p>Weaknesses-opportunities strategy</p> <ul style="list-style-type: none"> - apply and contact button - special advertising campaigns (e.g. visiting career days at Universities) - improved SEO - improved structure of the website so that it will become more clear - get more information on the website on intern meetings, the service that they can be accompanied to work on their first day, getting the NIE etc - using social media more frequently - Show skype contact on the website with “call now” option during the opening times of the office - create a “signup button” for mailing list and address these customers directly and via the newsletter 	<p>Weaknesses-threats strategy</p> <ul style="list-style-type: none"> - get more information on the website related to topics, the clients are interested in (e.g. travelling, Spain etc) to get more traffic on the web page - create benefits for customers visiting the sí-internships web page or the facebook account by publishing interesting and valuable information (e.g. about news on visas etc) - guaranteeing an internship place after the applicant hands in the CV, this will take their fear away of not getting a position at all in case the search will take long - translation of website in different languages so that more customers can be reached
--	---

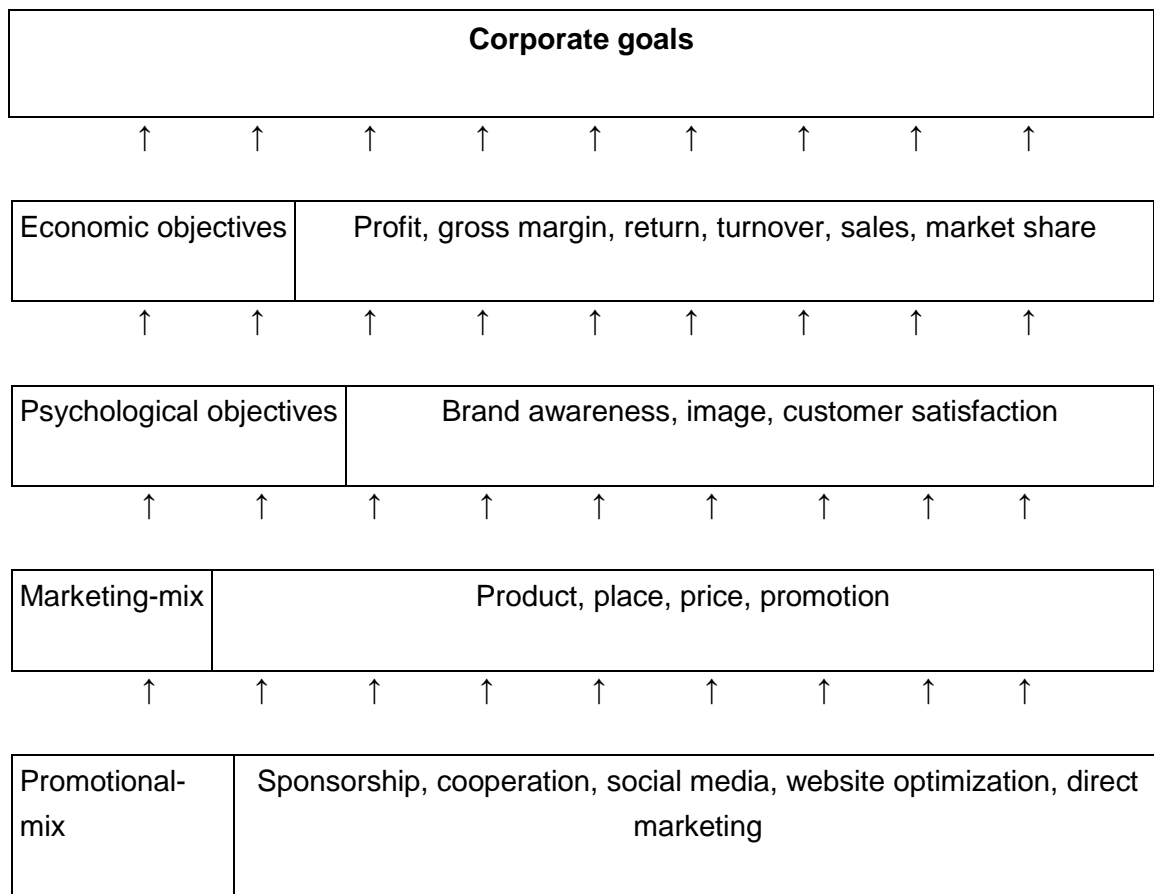
From this SWOT from the previous situation analysis (Kalb, 2015) promotional objectives will be derived as well as shown below. The strategies dealing with risks, weaknesses, strengths and opportunities will further be considered in the section strategy.

2.3 Setting up a target system

In the last paragraph promotional objectives have been deduced from the situation analysis of sí-internships. Now a target system has to be set up. Objectives need to be formulated in a way that will motivate and satisfy the employees, control and coordinate working processes, legitimate the work being done and lead and manage corporate decisions (Bruhn, 2015, pp. 178). Next to these functions a working target system also needs to meet the following requirements:

- communicative responsiveness
- relevant to buying behaviour
- agree with corporate objectives and policies
- integration into target system possible
- high selective controlling of promotional activities (Bruhn, 2015, pp. 178)

According to these functions and requirements the following diagram shows how the promotional goals of sí-internships can be structured and formulated.



Corporate goals are dependent on economic objectives. Psychological objectives can contribute to the achievement of these economic objectives. For example the psychological goal customer satisfaction will lead to repurchases and therefore contribute to the economic objective sales. The marketing mix presents the tools with which economic and psychological objectives can be achieved. This essay will focus on the promotion strategy. Promotion mainly contributes to psychological objectives like brand awareness, image and customer satisfaction which will then contribute to economic objectives and to the overall goals of the company as outlined above.

2.3.1 Planning promotional instruments

Now a presentation of the instruments to realize promotional objectives will follow. A specific target planning for every instrument will be carried out to determine the nature of the object, its dimension (what shall be achieved), the time relation (when shall it be achieved) and object-relation (where shall it be achieved) as well as the target group of

the instrument according to Bruhn (2015, pp. 179). The instruments chosen for the promotion of sí-internships are: Sponsorship, cooperation, social media, direct marketing and the sí-internships website. Following this procedure will ensure that the promotional goals fulfill the criteria of George Doran (1981) to be specific, measurable, assignable and realistic (SMART).

Sponsorship:

Nature of object: Reaching new clients through sponsoring activities

Dimension	- sponsoring events or prizes in which target group is involved, e.g. prizes for tombola like a free internship placement in Barcelona for the winner or small monetary contributions
Time-relation	- five years
Relation to object	- addressing target market, universities, schools, sports clubs, language clubs (events of the target audience looking for sponsors) to better brand recognition, also showing sponsoring activities on the website of sí-intenships and via social media
Target group	- international market of young customers up to 25 years (as mainly students and pupils are initiating events they need sponsors for) (Kalb, 2015)

Cooperation:

Nature of object: Cooperation with universities, especially private universities, establishing contacts to and special offers for students of cooperating universities as well as the university's recommendation of sí-internships to their students

Dimension	- cooperation with five universities worldwide (aiming for too many cooperation partners might bring too many clients and exhaust the capacities of sí-internships)
Time-relation	- three years
Relation to object	- gaining the students attention and interest for the entire offer of sí-internships
Target group	- private universities worldwide, especially those offering combined language and economic courses (eg. Spanish economics) → via those universities its students shall be reached

Nature of object: Cooperation to broaden the offer that can be booked via sí-internships and to contribute to the brand image

Dimension	- Cooperations with at least one NGO offering free time social activities, one accommodation bureau, one language school, one tour operator, one travel insurance, one sports club
Time-relation	- one year
Relation to object	- broadening the network in Barcelona to offer clients a broader set of activities within the city
Target group	- companies operating in Barcelona, offering programs that will be interesting for clients of sí-internships

Nature of object: Cooperation with placement agencies and career consultants worldwide (especially in Russia, the US, Australia and China) which will forward clients from their country to sí-internships to get an internship in Barcelona

Dimension	- setting up a partnership/cooperation with one placement agency in Russia, the US, Australia and China (only one partner in every country will contribute to clarity)
Time-relation	- two years
Relation to object	- informing future partners exactly about the internship places sí-internships can offer and which candidates can be placed in Barcelona (to obtain fitting applicants for internship places in Barcelona via the cooperation partners)
Target group	international placement agencies (mainly from the US, Russia, Australia, China) attracting target audience of sí-internships

Social Media:

Nature of object: Regular updates, posts, special offers on different social media to strengthen the brand identity and create customer benefits

Dimension	- daily updates via social media, weekday specific → special monday offers, tuesday restaurant tip etc - using more channels, such as youtube, linkedin, creating a blog
Time-relation	- six months
Relation to object	- social media like facebook, instagram, twitter, pinterest
Target group	- entire target group, especially the users of social media

Direct marketing:

Nature of object: Introduction of interactive and personal selling to promote, speed up and facilitate purchase

Dimension	<ul style="list-style-type: none">- 20% of new sales through personal sales via phone or skype (with opening times according to European time zone)- skype button on the website
Time-relation	- six months to establish phone and skype contact, 20% more Sales by using this method shall be established within the next two years
Relation to object	<ul style="list-style-type: none">- skype- telephone- contact details via website, social media, catalogue, cooperation partners- e mail
Target group	- all clients, telephone contact especially with age group 30-50 years old and parents (as they are more likely to prefer personal contact) (Kalb, 2015)

Nature of object: Making website more interactive and therefore more interesting for clients

Dimension	<ul style="list-style-type: none">- making website more interactive e.g. through price calculator on website (clients can click on services they want to claim and prices will be added and shown)- making website more interactive and creating benefits for the visitors by offering personality tests related to career choices and experiences abroad
Time-relation	<ul style="list-style-type: none">- six months
Relation to object	<ul style="list-style-type: none">- website specific
Target group	<ul style="list-style-type: none">- entire target group of sí-internships as determined below

Website optimization:

Nature of object: Advertising service packages

Dimension	- creating advertisement on website for 5 different packages that can include <ul style="list-style-type: none">• language course• cooking/sports lessons• trips around Spain/Europe
Time-relation	- six months
Relation to object	- offering of service packages via all communication channels
Target group	- non-European market

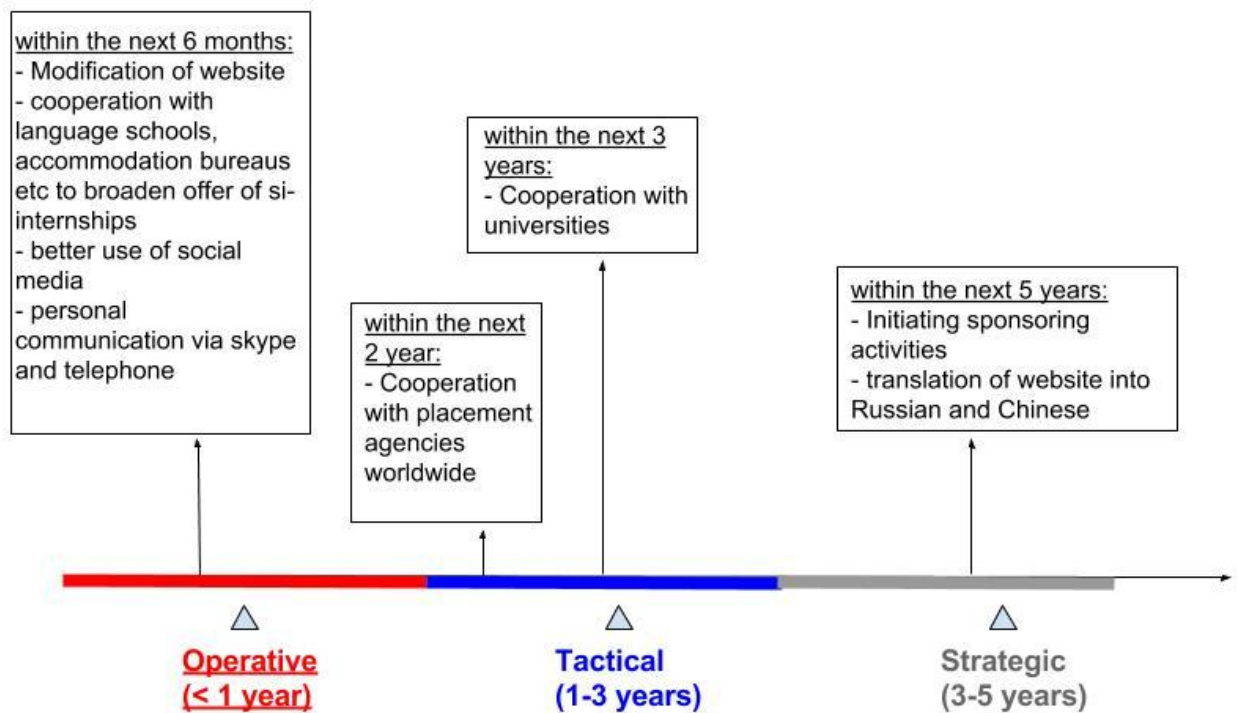
Nature of object: Promoting internships with set durations for different target groups

Dimension	- creating and advertising three different programs <ul style="list-style-type: none">• short stays (12 weeks)• medium stays (16 weeks)• long stays (20 weeks)
Time-relation	- six months
Relation to object	- offering internships with set durations via all communication channels
Target group	- international market, especially those customers fitting the average customer profile of past clients as those set durations have been chosen according to the preferences of these past customer groups

Nature of object: Introducing communication that is appealing for target group

Dimension	<ul style="list-style-type: none"> - translating website into Russian, Chinese, German, improving English translation - publishing testimonials of former participants → at least once a month - clear structure of website - improving SEO - creating and using a slogan - advertising strengths of sí-internships like personal service - scholarships shall be offered on the website - publishing interesting information for clients willing to go to Barcelona - website → different sections for different target groups (students, educators, parents, companies in Barcelona looking for interns etc.) - Public relations via website → deal with news and topical matters related to Barcelona, placement agencies and other areas of activity of sí-internships
Time-relation	- six months, translation of website: 5 years
Relation to object	- online presence of sí-internships (website and social media)
Target group	- international target audience of sí-internships

The main objectives of sí-internships have now been analysed and determined. The graph below shows a timeline with the different objectives to explain the time scale of events clearer.



3. Target Audience

In the past section a target system was developed. Promotional objectives were outlined that will support the corporate goals of sí-internships. The next step to build a promotion strategy will be to determine the target audience. The target audience is a subgroup of all stakeholders and presents different groups of people the company's promotion will address to realize the previously determined objectives (Nieschlag, Dichtl, Hörschgen, 2002). The graph below shows the different stakeholders of sí-internships.



employees for now do not play a major role as there are very few and personal and direct communication has been working very well in the past (Kalb 2015). In the research paper relevant information on the competition has been collected (Kalb 2015, pp. 20-36). The competition as well as the employees need to be taken into account creating a promotion strategy, however they are not the main target audience. The main target audience the communication is directed to are the customers and the cooperation partners. On the one hand sí-internships is cooperating with companies in Barcelona which are offering internship places and looking for international interns. On the other hand there are cooperation partners like placement agencies from other countries and educational institution that shall send customers to sí-internships. Sí-internships will forward the clients then to the partner companies in Spain. Many cooperation with partner companies in Barcelona have been set up and sí-internships is struggling to supply them with interns (Kalb, 2015). Therefore the focus of the

communication strategy is on gaining new customers and not on setting-up new cooperation with companies in Spain. The focus is on promotion.

Setting up cooperation with placement agencies, universities etc. abroad is however very important as those can mediate interns to sí-internships. The choice of these cooperation partners does therefore depend on the choice of clients that shall be made in the following. Which customers shall be reached? Who is likely to book the mediating service in the end? Which target markets will be interested in the service of sí-internships?

To answer these questions the STP Model will be used to gather and select information on customers that will serve as a base for the following determination of the target audience (Havaldar 2002, S. 93).



As outlined in the depiction above following the market will be segmented, a target audience will be made out and the positioning of sí-internships towards this target audience determined.

3.1 Grouping customers through market segmentation

First the clients sí-internships has had since the formation of the company will be investigated. The market segmentation that was carried out using SPSS presents the extent of heterogeneity of the target group. This will help predicting whether certain clients can be put into groups that will respond differently to promotional approaches.

Segmentation focusing on interferences between education, nationality and the duration of the internship

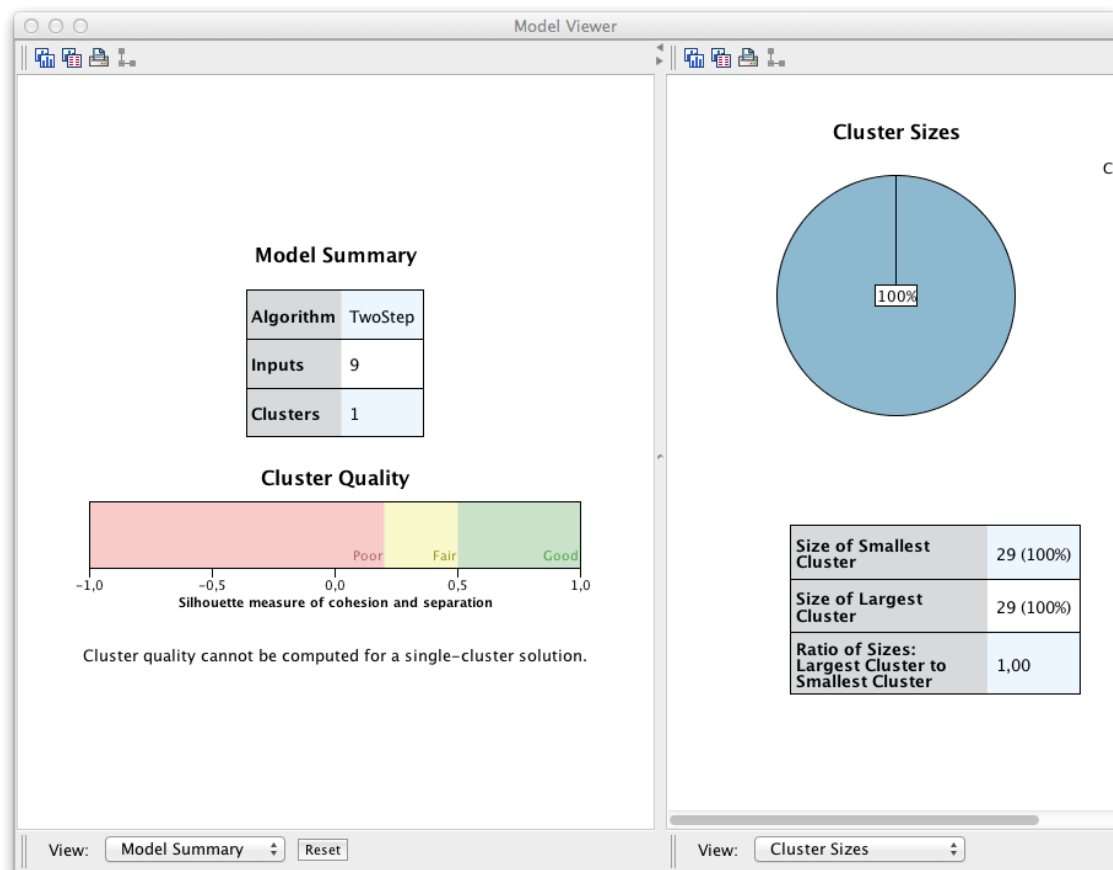
These analysis have been done by looking at all the clients sí-internships has had so far as representatives for the market. They have been explored and differentiated by looking at their:

- gender
- education
- nationality
- year of birth
- private university or a state university
- registration date
- beginning of the internship
- duration of the internship.

This is about all the data sí-internships stores from its customers. The field the applicants are doing their internship in has not been investigated. It does not play an important role as sí-internships only offers places in certain fields even though there might be a demand for internships in other areas as well. Thus the result would have been the offer of sí-internships and not the real customer demand.

For this essay the company made all the collected customer data accessible. This made it possible to do a data analysis and market segmentation using SPSS. SPSS is a great program for this purpose as it will calculate frequencies and develop charts. A great introduction to the usage of SPSS is made by Achim Bühl "SPSS 20: Einführung in die moderne Datenanalyse" (2011). He explains statistic procedures and also delivers data records that don't require previous experience. This was used for this essay next to Backhaus' book "Multivariate Analysemethoden" (2011). "Multivariate Analysemethoden" has been interesting for this work as it outlines all the maths behind the program. To go further the website of Raynalds Levesque "Raynald's SPSS tools" explains SPSS and everything behind it in detail, including syntax. The following analysis are building on these insights.

First a general market segmentation including all variables was done to determine possible segments. For this a two step cluster analysis was used. SPSS determined one cluster. This can be seen in the graph below.

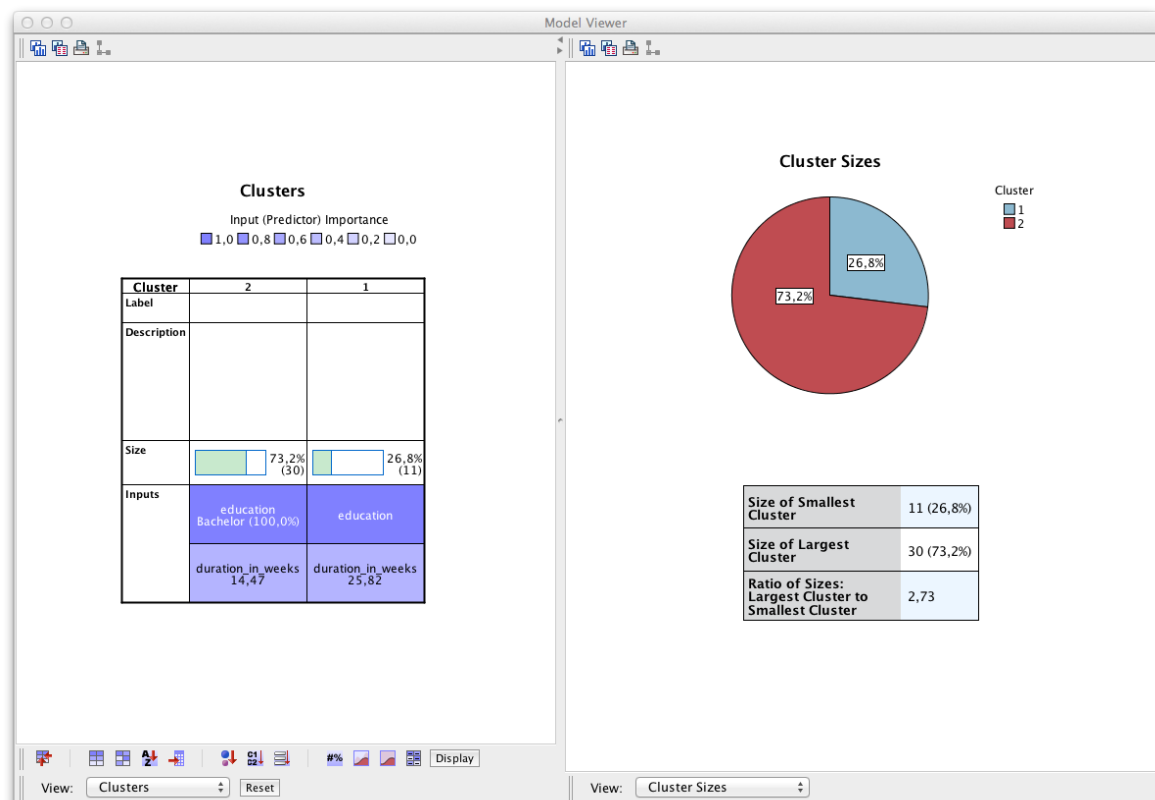


his means in that case that the people included in the research are all pretty similar. This can be explained by the fact that sí-internships will only take applicants with a certain profile. They have already been segmented during the application process. Firstly, they need to be interested in doing an internship abroad. As many students need to do a mandatory university internship (some of them even abroad) during their degree they will need to be interested in applying to sí-internships. Therefore most applicants are university students. Secondly, the clients also found the same promotion strategy appealing which is why they applied to sí-internships or studentsgoabroad.com in the first place. This is what they all have in common.

This is however a rather unsatisfying result. Are really all customers equal and interested in the same product? The internship places (companies, fields, place: Barcelona) are the same, they are what sí-internships can offer. However the durations of the internships differ. Therefore at this stage the question appears: Do customers who decide to do the internship for the same duration have anything in common? This was checked, again by using the two step cluster analysis. This method works with continuous and categorical variables and will find the appropriate number of clusters by itself which is why it is the proper method to examine this dataset and answer the precedent question. Two variables have been found that have got an influence on the duration of the stay. These are education and nationality.

The variable education is defined by the values:

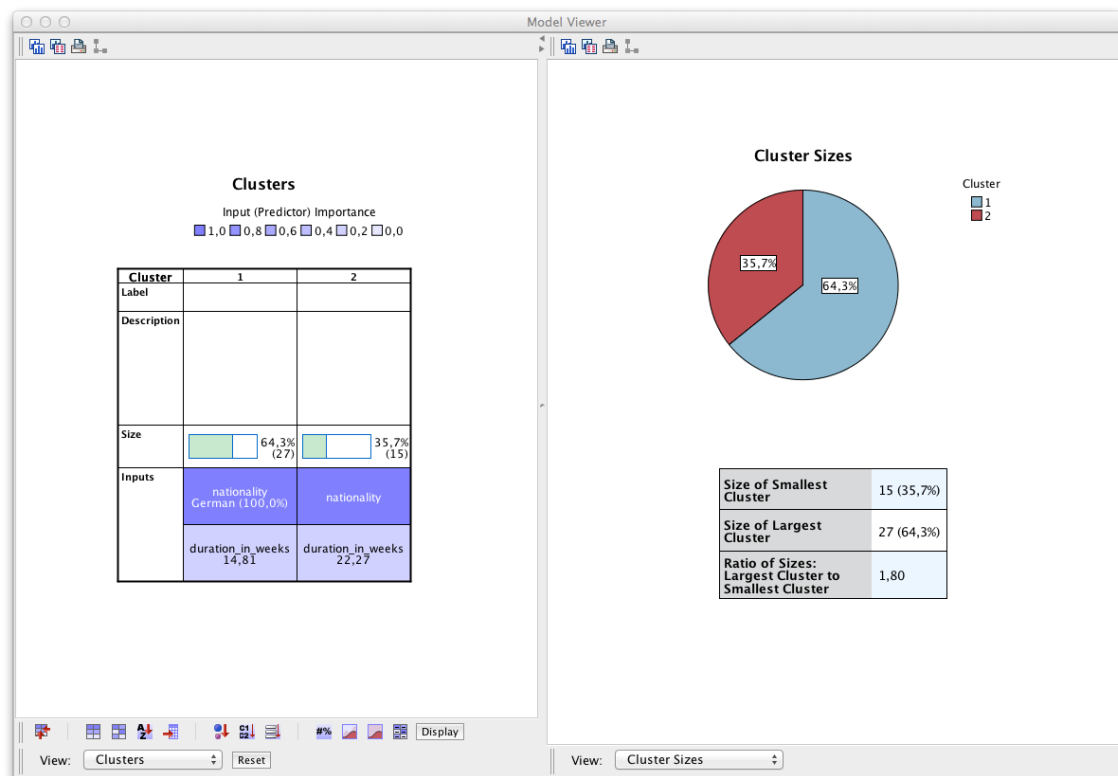
- school-leaving-qualification
- Bachelor's degree (students and those who have gained the degree)
- Master's degree or equal (students and those who have gained the degree)
- apprenticeship (apprentices and those who have gained the degree)



The graph shows that the education does have an influence on the duration of the internship. Students doing or having done their Bachelor's degree are likely to stay fourteen weeks whereas those of the other educational groups stay longer, 26 weeks. This can be taken into account in the promotion strategy.

The nationality clearly also has an influence on the duration of the internship. Regarding the nationalities it was here reasonable to divide the clients into the main countries they come from:

- Germany
- other German speaking countries
- other countries



Here SPSS divides the data into two segments. Germans who are staying in Barcelona for 15 weeks and non-Germans who are staying for 22 weeks. This is a very interesting result as it tells us, that Germans might be more interested in the offer of a shorter internship program than people from other countries.

Targeting

This result tells us that the customer of sí-internships are heterogeneous but can be put into different target groups. Special short-term stays (ideally 15 weeks) can be advertised to Germans and long-term stays (22 weeks to one year) to non-Germans. To Bachelor students special 14 week long programs can be communicated too to cover the interests and needs of this customer group. These main customer groups shall be addressed in the future.

Positioning

Sí-internships provides internship programs with an ideal duration fitting the client's needs.

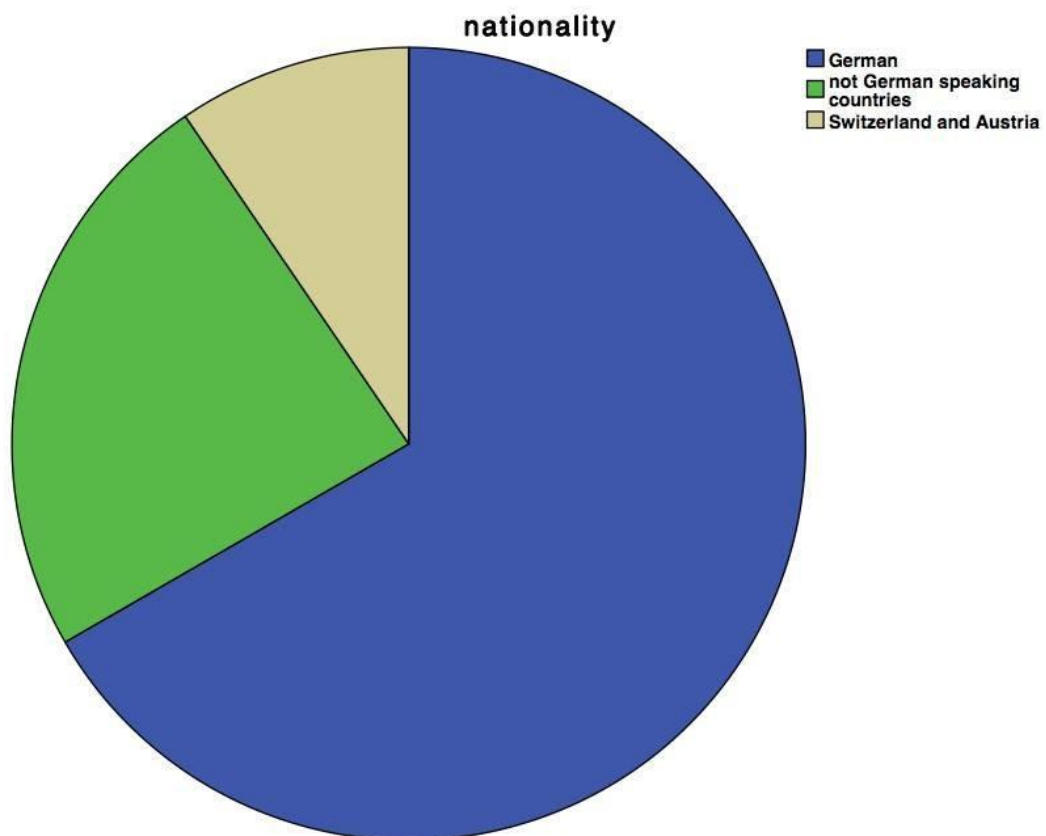
Segmentation in terms of reaching the relevant market of sí-internships

Looking at the definition of the relevant market of sí-internships it becomes obvious that the actual customers do not represent this market. According to Bruhn (2013, pp. 147) the relevant market is defined by the customer behaviour and includes all kinds of

tradeoffs between products and services which are relevant for buying and selling decisions regarding the geographic and the factual scope.

Geographically the relevant market of sí-internships is the global market. Especially interesting for sí-internships are those clients who are wanted as interns by the companies in Barcelona. In turn, these clients need to be interested in going to Spain and able to afford the stay abroad and the placement service. These are interns from western and central Europe, the US, Australia, Russia and China. Many companies are interested in those as they do have many clients from these countries (Kalb, 2015). It is obvious that interns who have got the same mother tongue as the clients will help the Spanish companies to improve their customer communication. For example, a Spanish hotel will be very happy about a Russian intern as there are many Russians staying in these hotels. On the other hand due to social and economic circumstances Russians will need to go abroad to boost their CV as a stay in Europe is well-respected in Russia (Kalb, 2015, p. 21).

Comparing this geographically relevant market to the past clients of sí-internships the discrepancy becomes obvious. The graph below shows the nationality of the interns sí-internships has had since its founding.



Most customers are German, 66.7%, 9.5% come from another German speaking country and 23.8% come from other countries. The great number of German applicants can be explained by the fact that most candidates come to sí-internships via the studentsgoabroad.com website which is in German as well and targets Germans specifically (Kalb, 2015 p. 34).

This shows that sí-internships has not reached its relevant market yet. Most customers are generated via its parent company studentsgoabroad.com and the main customers attracted by studentsgoabroad.com come from a German speaking environment. Large target groups from China, the US, Australia and Russia cannot be reached this way. They will need to be reached via sí-internships in the future.

Targeting

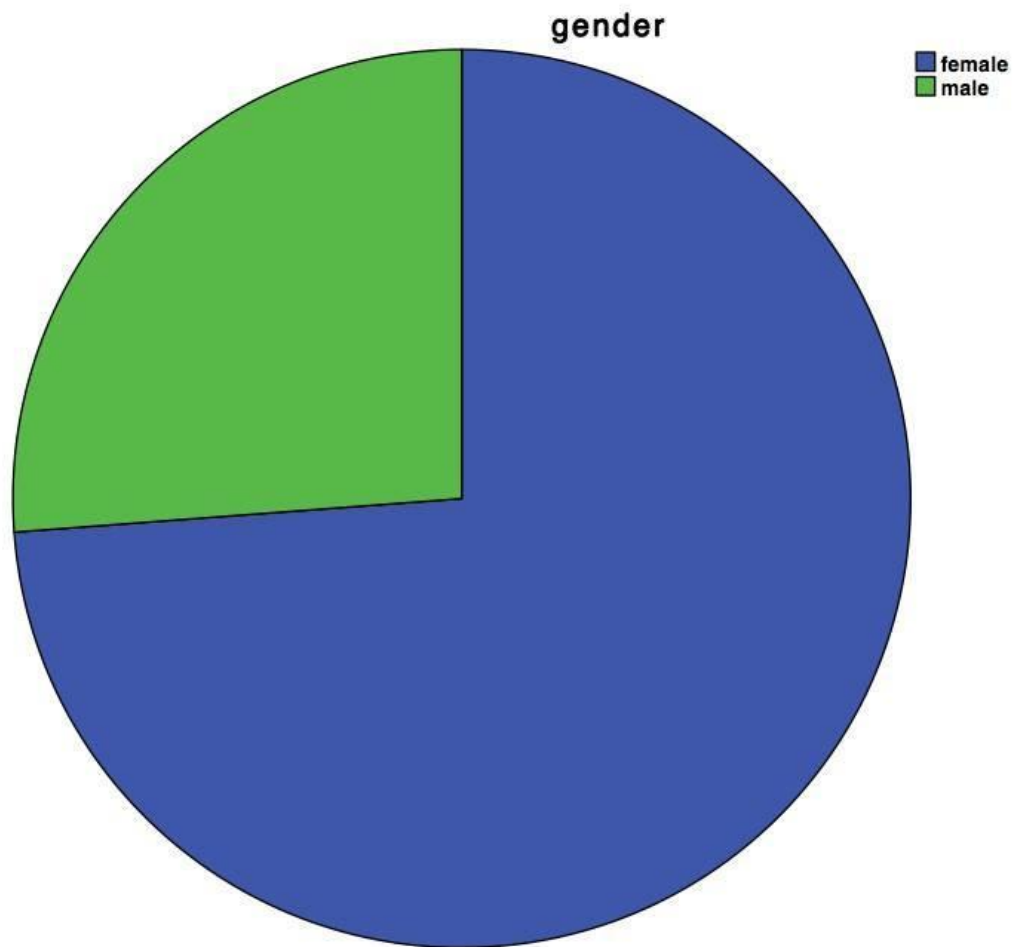
Following this conclusion a target group related objective will be to reach all of the relevant market of sí-internships, with a special focus on customers from Russia, China, Australia and the US.

Positioning

sí-internships offers interesting internship opportunities for the Russian, Chinese, Australian and US American market next to the European market.

Segmentation according to gender

The customer data has however not only been analysed regarding the origin of the customers. Also other information on demographics and buying behaviour have been obtained and evaluated. Firstly the gender of the customer plays an important role. The graph below shows how many male and female customers there have been.



73.8% of the customers are female, 26,2% are male. This shows that more women have decided to book the placement service and do an internship in Barcelona.

Targeting

To broaden the customer group sí-internships needs to find a way to address more males through its promotion strategy.

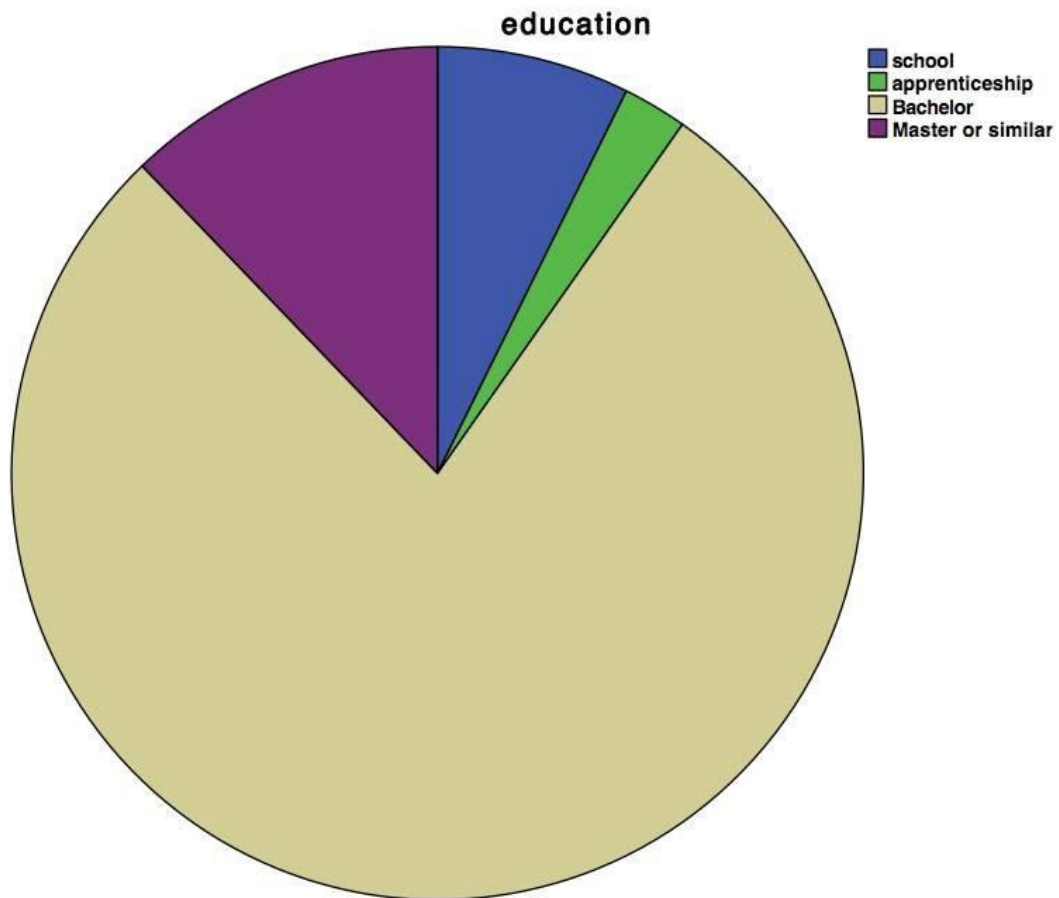
Positioning

sí-internships offers attractive internship places abroad for males just like for females.

Segmentation regarding the education of the clients

Next to that also the education of all former participants is interesting. 7,3% are just finishing school/have finished school, 2,4% are doing/have done an apprenticeship, 78,0% are doing/have done their Bachelor's degree, 12,2% are doing/have done a

Master's degree or something similar. This can be explained by the fact that many Bachelor courses require an internship.



Targeting

The number of students enrolled in higher education keeps rising internationally and is forecast to more than double to 262 million by 2025 as stated by Masie (2012). This number also predicts that the customer group students will become bigger. sí-internships can therefore count with many more students applying to do an internship in Spain. According to previous research most internship placement agencies are aiming at the target group students too (Kalb, 2015). The great number of competitors endangers the success of sí-internships on this market. A differentiated portfolio can be a way to secure the company's success. Therefore other target groups like apprentices, workers or school-leavers should be addressed through the promotion strategy too. Even though these educational groups usually do not have to do an internship to complete a degree etc. they can profit from a stay abroad in other ways. School-leavers for example will gain insights into a certain field of work and can build their decision on what or whether to study on this experience. Additional to that, there is less competition offering internships in Barcelona to this target audience. To further

narrow down these groups, most of them must be interested or have previous knowledge in the business sector or educational sector as sí-internships mainly offers internships in these fields (Kalb, 2015)

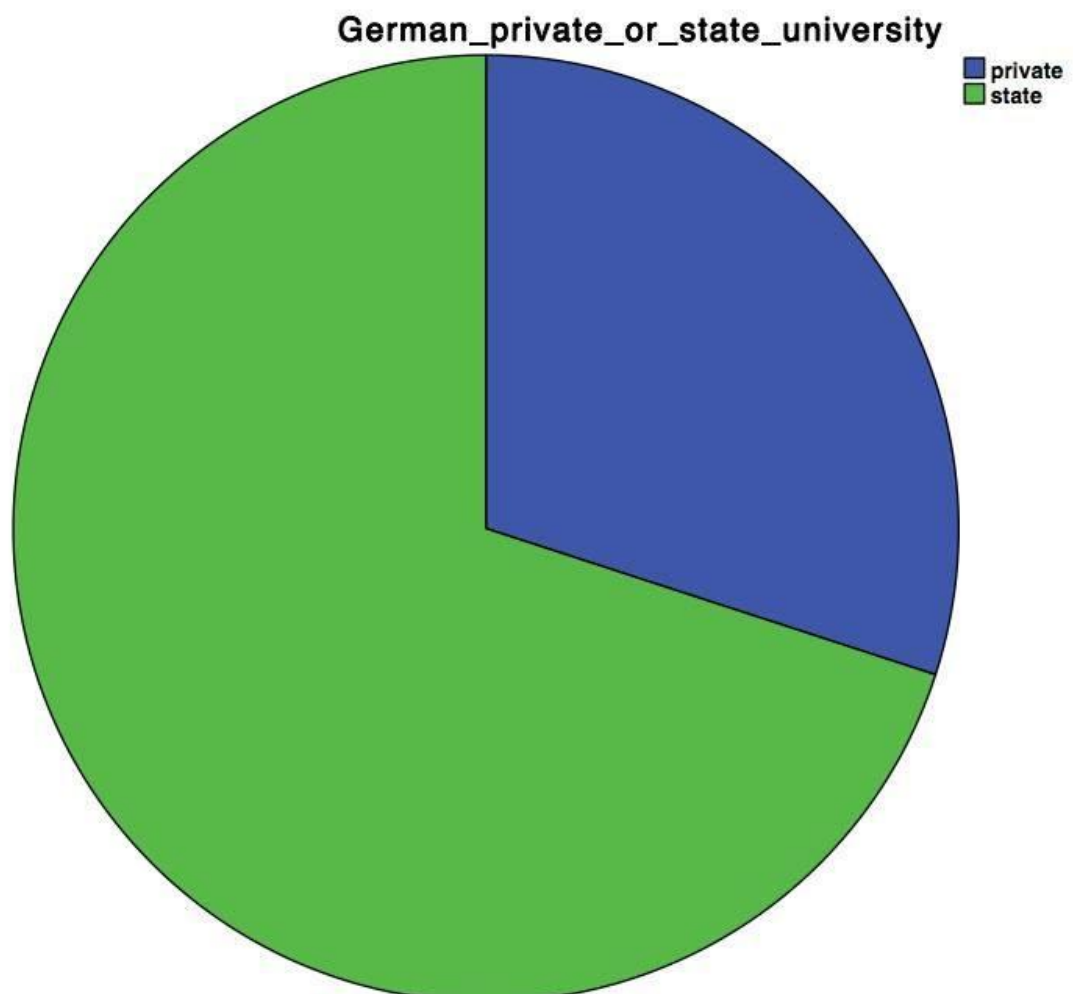
As students and school-leavers are usually financially dependent on their parents who will have an influence on their decision to go abroad, parents need to be addressed as well.

Positioning

Sí-internships gives school-leavers, workers and apprentices a fantastic opportunity to go abroad as well as students.

Segmentation looking at private or state education of clients

Looking at the students more closely, the graph below shows what type of educational institution they attend. This pie chart shows that 30% of the German applicants are attending private Universities and 70% state universities.



Targeting

The fact that 30% of the German applicants are attending private universities is remarkable. This is very much compared to the following statistic that was made in 2010/11, saying that only 4.9% of all German students attend a private university. These 4.9% have probably increased in the years from 2011 to 2014, this is a trend which is shown in the study of Stifterverband für die Deutsche Wissenschaft and McKinsey and Company (2010). In this study you can see that the number of students in Germany has increased in general and the number of students attending private universities unproportionally more. However the fact that only 4.9% of all students studied at private universities in 2011, can still be seen as a guideline, which shows that especially students at private universities are interested in the service of sí-internships.

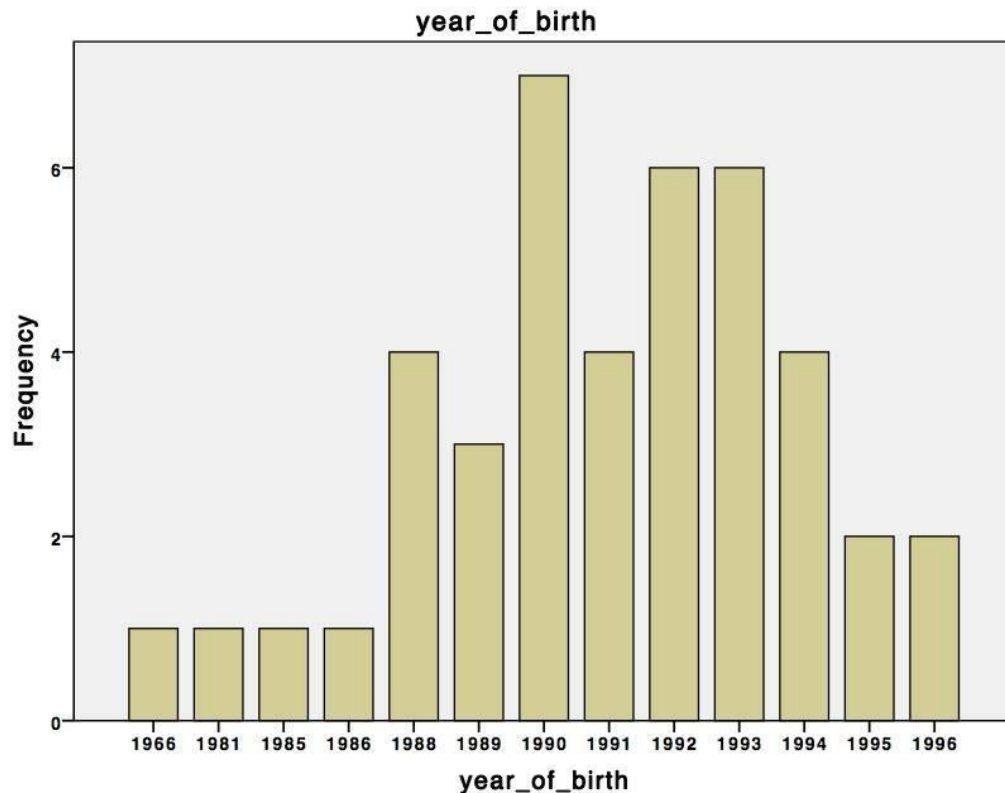
Private students are used to pay for their education and are therefore probably more willing to also pay for an intermediating service to obtain an internship. To get in touch with these clients who are likely to buy the service-product of sí-internships, private universities can be addressed and cooperation and special offers introduced.

Positioning

Sí-internships supports private educational institutions to broaden their international career offers.

Segmentation according to age

Another interesting demographic detail is the age of the customers. All customers were born between 1966 and 1996 however most interns were born between 1988 and 1994 and are according to that between 19 and 26 years old.



Targeting

This means that at the moment mainly young people book the service. A special program for older participants can be introduced. The situation analysis, looking at sí-internships competitors (Kalb, 2015, pp. 20-36) has shown that most other placement agencies are aiming to reach students or generally young people aged 18 to 25. Some agencies also have got programs for seniors, 50 plus programs. There are no programs for people between the age of 25 and 50 years. This target group can be very interesting though, as career changes have never been as popular as today. According to the most recent available data from the Bureau of Labor Statistics, the average worker today stays at each of his/her jobs for 4.4 years. The expected tenure of the youngest employees is however only half that long. The future workplace "Multiple Generations @ Work" survey of 1,189 employees and 150 managers shows that 91% of Millennials (born between 1977-1997) are expected to stay at their workplace for less than three years. This data was published in the Forbes Magazine in the article of Jeanne Meister (2012). As career changes are really popular gaps between two jobs will arise which can be ideally filled with an internship in Barcelona. The participant can gain insights into a new field and working environment, gain some new orientation and improve language skills as well as intercultural competences.

Positioning

Sí-internships offers the fitting internship opportunity to participants of all age groups.

3.2 Planning the target group

To resume the segmented, targeted customers are according to the analysis above:

- Germans for short-term stays (15 weeks), international clients for long-term stays (22 weeks or longer)
- Bachelor students for 14 week long programs
- Australians, US Americans, Chinese, Russians
- females as existing customers and special focus on males as future customers
- students as present customers, focusing on extending customer group of apprentices and school-leavers
- students, with a special focus on those attending private educational institutions
- existing clients between 19 and 29 years, new clients 30 years and older

This knowledge forms the basis for the following paragraph. Bruhn (2015, pp. 206-222) suggests planning the target audience in three steps. The first step is the identification of the target audience according to demographic criteria, socio-economic criteria, psychographic characteristics, and behavioural criteria. The information to identify the target groups derive from a customer analysis that had been carried out before (Kalb, 2015, pp. 12-18). The target audience's identification as shown below also derives from the features of the best customers sí-internships and studentsgoabroad.com.com have had in the past. These represent the kind of customer sí-internships also aims to have in the future and therefore the promotion strategy needs to be directed towards them. The next step according to Bruhn is the description of this target group using typologies and the final step an evaluation of how the target group can be reached best. It does however not make sense describing the target audience of sí-internships further using typologies like Sinus-Milieus as it would restrict the promotion too much focusing on only certain types of customers. Even though customer groups should be homogenous to create a promotion strategy that is appealing to all of the candidates included, it does not make sense to restrict it for example to those included in the description "Crafty World" (adventure seekers) of the Euro-Socio-Styles study (Bruhn, 2015, pp. 216-217). This does not make sense as not only "adventure seekers" will be interested in going to Spain just taking all those students into account who will have to do an internship abroad to complete their degree. After the description of the target audience it does make sense to evaluate how they can be reached best. This

identification and evaluation on how to reach the target audience will help developing a promotion strategy in the following which will address selected clients in a way that will trigger their purchase of the service product of sí-internships. As the target audience for the promotion strategy of sí-internships is however very broad and heterogeneous the identification and evaluation of accessibility need to be carried out according to homogenous groups within the targeted market. They can be grouped as following looking at the analysis above: Students, school-leavers, workers, parents. With the individual customer of these groups a direct communication needs to be established. Next to communicating with the clients directly they can also be reached via different institution and people, these are educators, universities and schools that can reach students and pupils as well as parents. Via cooperating placement agencies especially non-European clients can be reached easier. Directing the Russian, American, Australian, Chinese and European market at the same time through the promotion strategy of sí-internships is not be possible at this stage. sí-internships is a startup and does not have the financial and human resources to carry out the market analysis necessary to develop a country specific promotion strategy. It is therefore easier to cooperate with a Russian, Chinese, Australian, US-American partner which who will target their national market and establish the contact between the individuals interested in going to Spain and sí-internships.

3.2.1 Group A: Students

The first group consists of all students, doing a degree at university.

Identification of target audience group A:

Demographics

Gender	Age	Nationality	Family life cycle:
males and females	18-26 years old	international	young and single, young and childless couples

Socio-economic criteria:

The target group student does not have a high income, they might be supported by parents or a scholarship. They might have done an internship before and jobs to support their academic career they are focusing on. According to the Weberian socio-economic terms, they belong to the middle class.

Psychographic characteristics:

The motive to do an internship in Barcelona will either be to gain new work experience and improve English and Spanish skills or to complete their Bachelor's/Master's degree by doing the mandatory internship abroad. An important point will always be to make their resume look better so that they will find a good job after university. Their attitude is characterized by their ambition to gain new experiences and learn more as well as their openness towards travelling and getting to know new people and another country. Most students lead a similar lifestyle determined by their university schedule, socializing, partying, studying and living on a tight budget. Next to that they spend their university vacations travelling, jobbing and doing internships to better qualify for future career opportunities.

Behavioural criteria:

In order to save money many students tend to organize internships etc. independently. However internships abroad are very hard to get so that most students will need the service of a mediating agency to be able to work in Barcelona. Communication wise a personal and informal contact will be appealing for this group as they are not used to

formal business communication yet they will probably experience when they start working. As they do not earn a lot of money studying they are rather price sensitive.

Evaluation of accessibility group A:

- Sponsorship
 - sponsoring events set up by students
 - sponsoring events lots of students attend
- Cooperation
 - international students from non-European countries can be reached best via placement agencies of their home country
 - cooperating with universities the target audience attend
- Social Media
 - posting offers within e.g. facebook groups students use
- Direct Marketing
 - attending career fairs
- Advertisement

3.2.2 Group B: School-leavers

Demographics:

Gender	Age	Nationality	Family life cycle:
males and females	16-20 years old (under 18 years, pre-planning stay abroad for when they are turning 18)	internationally, criteria: 18 years old when leaving school	young and single, young and childless couples

Socio-economic criteria:

Straight after school students do not have an income yet, maybe from side-jobs. They are relying on their parents. There are not many scholarships for school-leavers which will support an internship abroad. Their academic qualification is on high-school level. According to the Weberian socio-economic terms, they belong to the middle class.

Psychographic characteristics

Motives to do an internship abroad can be experiencing work-life for the first time and see what kind of work they enjoy. Improving language, social and intercultural skills can be a motivation too. Leaving home for the first time and experiencing their independence far from their parents can play a role as well. Their attitude towards their new experience will be curious, maybe a little anxious but also adventurous. Their lifestyle has mainly been depending on their school schedule, their family life and their friends. Going abroad they will have to re-invent themselves.

Behavioural criteria

School-leavers are probably more open to access the service market as students are as they do not have as much experience organizing trips themselves as they are younger. Regarding the communication they are used to informal and personal communication via social media, the internet or personal contact. They are less price sensitive than students as most of them will not have had to make big financial decisions themselves.

Evaluation of accessibility group B:

- Sponsorship
 - sponsoring events set up by students
 - sponsoring events lots of students attend
- Cooperation
 - international students from non-European countries can be reached best via placement agencies of their home country
 - cooperation with private schools
- Social Media
 - posting offers within e.g. facebook groups students use
- Direct Marketing
 - attending career fairs at schools
- Advertisement

3.2.3 Group C: Workers

Demographics:

Gender	Age	Nationality	Family life cycle
males and females	26 years and older	international	young and single, young and childless couples, older singles including widows and widowers

Socio-economic criteria:

The income of workers is higher than the income of students or school-leavers. The education and profession can vary but they must be the right candidate for the internship offers of sí-internships. Socially they belong to the middle-class.

Psychographic characteristics:

A motive to go abroad can be that they are not happy with their professional career and want to experience a different field, thinking about changing their career. Maybe they only want to learn new working methods and broaden their professional and language skills. Their attitude is determined by their wish to experience life in Barcelona and their search for something new.

Behavioural criteria

Already working people will not have as much time as students to organize everything themselves and also sufficient resources to pay for service agencies. Therefore they are more open to offers of service markets. Regarding the communication they are seeking clear information and a more formal way of communication than students. As mentioned before they do have an income. However they are used to earning money and will earn less during their stay abroad. The placement service should therefore not be too expensive for them neither so that it will not exceed the budget they want to spend on an internship abroad. Living in Spain they will need to get on without the income they are used to.

Evaluation of accessibility group C:

- Cooperation
- international workers especially those from non-European countries can best be reached by establishing cooperations with career consulting agencies or placement agencies

- Social Media

- Direct Marketing
 - attending career fairs

- Advertisement

3.2.4 Group D: Parents

Gender	Age	Nationality	Education	Family life cycle
males and females	40-60 years	international	all	couples with older dependents, older couples without children at home

Socio-economic criteria

The customer group parents should have enough income to be able to afford supporting their children. The job and education can vary. Socially they belong to the middle-class.

Psychographic characteristics

Their motive is to support their children finding an internship abroad. They want to find a placement agency that is trustworthy and professional and will take great care of their kids while they are abroad. They wish a security for their children while they are in Barcelona. The attitude towards a placement service arranging everything is positive. Next to arranging their kid's stay abroad, the contact person in Barcelona will make sure that their children are being taken care of in Spain. This is something most parents will appreciate. The lifestyle of the applicants mothers and fathers may differ but their children are still a contributing factor.

Behavioral criteria

This group is open to service markets and prefer direct and formal communication with sí-internships. They are price-sensitive but ready to invest into their child's personal and professional development.

Evaluation of accessibility group D:

- Direct Marketing
 - personal consulting of parents via phone plays the most important role
- Website optimization
 - special section on website with information for parents

3.2.5 Group E: Educators

Gender	Age	Nationality	Education	Family life cycle
males and females	25-65 years	international	all	all adults

Socio-economic criteria

The educators do get an above average income as teachers/professors and are well-educated. They have attended university. According to the Weberian socio-economic terms, they belong to the middle class.

Psychographic characteristics

Their motive is to inform students about all possibilities they have to broaden their horizon and learn more. Their attitude towards a stay abroad is very positive as they know how much a student can profit from an internship in Spain. Their lifestyle is career-orientated with a dedication to helping their students flourish.

Behavioural criteria

They are open to service markets as they know that it is hard to find an internship abroad without the help of a local agency. Regarding the communication they want to be addressed in a formal way and consulted comprehensively. They need to be convinced of an agency, before being able to recommend it to their students. They are not price-sensitive as it will be the students who have to pay the service in the end but they would probably not recommend an agency with unfounded high prices.

Evaluation of accessibility group E:

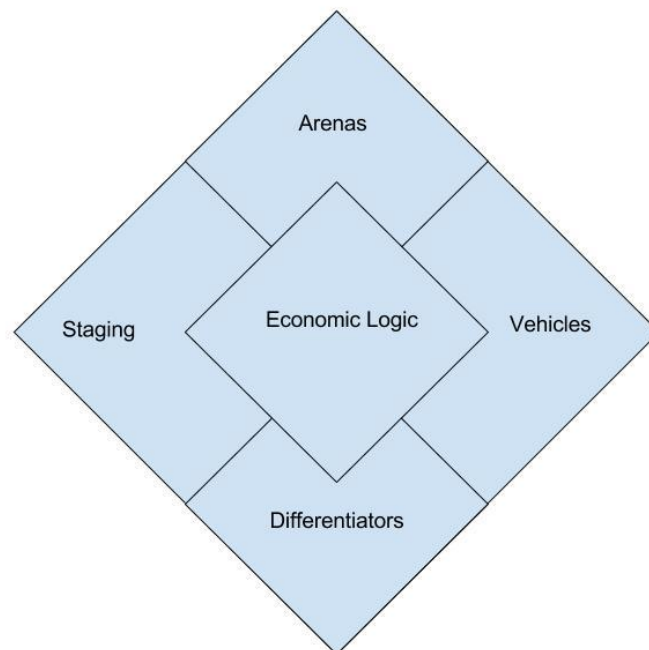
- Sponsorship
 - sponsoring school and university events
- Cooperation
 - cooperation with private schools and universities
- Social Media
- Direct Marketing
 - e mailing and phoning educators, teachers and professors and establishing personal contact to inform about sí-internships' offers
- Advertisement
 - special section with information for educators on website

4. The promotion strategy

After having developed the promotion objectives and determined the target groups following the promotion strategy will be determined.

4.1 The company's strategy as guideline

As Bruhn (2015, p. 242) emphasizes it is most important that the promotion strategy is fitting the overall strategy of the company and contributes to reaching the overall economic objectives. At the beginning of this essay the past and present strategy of sí-internships was analysed critically using the 7-S framework. At this point it has been slightly remodelled and adapted to serve as a future-orientated guideline for the promotion strategy.



It will be outlined in the following according to the five elements of strategy as suggested by Donald Hambrick and James Fredrickson in their essay “Do you have a strategy?” (2001, pp. 48-59).

Arenas

- internship placement service in Barcelona for international clients
- customer group only restricted through eligibilities for student/internship visas for Spain

Vehicles

- cooperation with placement agencies, educational institutions etc. worldwide which will target their home market forwarding contracts with clients from their country willing to do an internship in Spain to sí-internships
- addressing international customers via social media, sponsoring activities, direct marketing and the website

Differentiators

- image: personal contact and service
- image: advised by friends
- image: sí-internships community→ don't go abroad alone, go abroad with us
- image: supporting sustainable development

Staging

- entering new and international markets through cooperation partners
- establishing a broad international network via past clients

Economic logic

Differentiation Strategy

4.2 Developing a promotion strategy

As a next step the promotion strategy will be developed as part of the company's overall strategy. D'Avino, De Simone, Iannucci and Schiraldi (2014) identify feasibility to be most important success factor of a startup's strategy. If a strategy plan is not feasible it is worthless. Sí-internships is a startup and lacks financial resources to be capable to put expensive marketing plans into practice and can neither afford costly human resources to realize time-consuming strategies. Therefore an inexpensive promotion strategy that can be realized by a few employees needs to be developed. But is it even possible to create a Unique Selling Proposition and an effective communication plan restricted by monetary and personnel issues? - Yes, it is thanks to the increasing importance of social-media as communication tool as well as the development of web 1.0 to web 2.0 (D'Avino, M., De Simone, V., Iannucci, M., Schiraldi, M., 2014, p. 16). Social media presents a way to reach many clients quickly, therefore it will be one of the promotional instruments this promotion strategy builds on.

The website optimization, direct marketing, cooperation and sponsorship can also be carried out in an inexpensive way as this essay will explain below. For all the promotional instruments that were identified in the section objectives a strategic plan will be developed.

Bruhn (2015, p. 243) defines promotion strategies as binding action plans for promotion instruments that are conditional and comprise different planning periods. They include information about the promotional object, the target group, the message, the measures that must be taken, the timing and the place.



This definition will be taken into account creating a strategy for the different promotion instruments. However all instruments need to follow the objectives set in the section before and the same basic strategy. This is the customer acquisition strategy as acquiring customers is the key factor for the success of sí-internships as it is for any startup (Bruhn, 2015, pp. 243-263). All promotional instruments are aiming to realize this paramount aim in different ways.

4.2.1 Sponsorship

The decision on who or what a company wants to sponsor is very important and needs to be future orientated. Changing the sponsorship strategy every few years will lead to a loss of credibility. Another important point is the link or fit between the sponsors and the project they support (Bruhn, 2015, p. 252). Glogger (1999, p. 144) suggests that

there should be a fit in either the use (the connection regarding subject matters) or the image of both parties. Rieger (1994, p. 118) supports the idea of similar images and similar uses as well.

This points at the possibility of an image transfer through sponsoring activities. This image transfer is however not that important yet for a startup like sí-internships as it is not yet prominent enough to really profit from a better image in the eyes of the public. A first step will be to become well-known to the public and especially its target audience as determined before. This can be achieved through sponsoring activities too focusing on the link of a similar use. A similar use can be for an internship placement agency any kind of educational institution. As an internship is often part of an educational program or/and can contribute to education (Kalb, 2015) the link between the use of a university providing theoretical knowledge and an internship placement agency providing an opportunity to gain practical knowledge is obvious. Therefore student initiated events, projects etc. can be supported to reach this target audience. Examining the target audience, private students turned out to be a target audience with high potential. Therefore first private universities can be contacted directly and sponsoring offers presented. These offers can also be presented on the website of sí-internships and via social media. The sponsoring activities of sí-internships will be further outlined with regard to content according to Bruhn (2015, p. 246).

Object

The object determines who will be presented as the sender of the message transferred via the sponsorship activities (Bruhn, 2015, p. 247). Here in general the company, sí-internships shall make an appearance next to special offers for students. In the section in which the target audience was determined information about customer preferences were analysed. The result of this analysis is that special short-term stays (ideally 15 weeks) can be advertised to Germans and long-term stays (22 weeks to one year) to non-Germans. To Bachelor students special 14 week long programs can be communicated too to cover the interests and needs of this customer group. According to the target audience of the sponsorship, the offer that will be communicated needs to be adjusted. Depending on core areas of the educational institution addressed, internships fitting these fields will be communicated.

Target Audience

The sponsorship activities shall focus on educational institution and address students, school-leavers, parents and educators. The main target audience are however students. In the section target audience, they were defined as group A, B, D and E. Even though sponsorship can be carried out in the future internationally within the next

five years, for now only the European market shall be addressed, starting with the German market. This will ensure the feasibility of the strategy and already available knowledge of the market can be applied so that the financial and HR capacities will not be overstressed.

Message

Here the message that shall be communicated to the target group will be determined (Bruhn, 2015, p. 247). The message is the information that sí-internships does offer internships abroad and will help organizing life in Spain. As it is directed to students and educators it also needs to include how an internship abroad contributes to the professional and personal development of young people. As the decision to go abroad and work in a foreign country for some months is a high involvement decision (Bruhn, 2015) educators and students will start searching for more information about sí-internships and its offers after their attention has been gained through sponsoring activities. Because of that the information sought needs to be available. Therefore the internet address, phone number, email address, flyers and booklets with information can be spread out during sponsored events or via people and projects sponsored. The information the potential buyer is actively searching for can be best communicated via booklets and flyers with informative text. The tone can be factual but also emotional to pass relevant information onto the reader while making him/her interested and keen on doing an internship in Barcelona. This also applies for the website of sí-internships. The opportunity to initiate personal contact via telephone, skype and email can initiate a direct communication this essay will treat in the section direct marketing. Initiating this direct communication is one of the main aims of sponsoring activities.

Measures

The measures describe how sponsoring shall be used and integrated within the promotion strategy. As the sponsorship activities shall be realized as strategic objective during the next five years there will be enough time for preparations. Especially objectives like optimizing the website are paramount. Gaining the attention of new clients reached through sponsoring activities will ideally make them want to gain more information about the company and looking for the company's website. At this point the online presentation of the company needs to be as good as possible to convince the potential buyer of the purchase.

Place

The place where the promotion instrument shall be used also goes hand in hand with the target audience that was determined above. It first shall be used nationally in Germany and later in Europe.

Timing

Determining the timing for the communication one needs to differentiate between a reinforcement of the instrument that is constant and a reinforcement that is sequential (Bruhn, 2015, p. 247). Sponsoring activities need to be carried out sequentially, whenever the target group will come up with projects that can be supported by sí-internships - contribute to its prominence.

4.2.2 Website optimization

The optimization of the website of sí-internships is a very important instrument in the promotion strategy of sí-internships as this is how sí-internships represents itself in public. Looking at the objectives set up before four main tasks can be deduced.

First service packages can be advertised which can include language courses in English and Spanish, cooking/sports lessons and trips in and around Spain. Set programs can also be advertised according to internship durations, short stays (12 weeks), medium stays (16 weeks) and long stays (20 weeks). Next to that, individual internship durations need to be promoted as well. Additional to factually improving the offers presented on the website also how they are being presented needs to be improved to make them more appealing to the target group.

Next to improving the content of the website also structural and formal presentation techniques need to be improved. In the first place however the website needs to be found online. This is why a Search Engine Optimization is necessary too.

Object

The object is sí-internships, the company and all its offers, values, opinions and activities.

Target Audience

The target audience comprises the international potential clients of sí-internships and addresses school-leavers as well as students, their parents, educators and all workers interested in doing an internship in Barcelona. It also addresses the public through the presentation of the company.

Message

As there are many different target groups there are also different messages that need to be transferred. Therefore the website needs to be structured into sections for the different customer groups: Students, school-leavers, workers, parents and educators. Some messages need to be transferred to all of them. These are messages connected to the brand image of sí-internships and are derived from the results of the situation analysis (Kalb, 2015) and the target system in which the most important brand attributes were evaluated. Fun, career-enhancing and affordability were determined to be the most convincing characteristics. Therefore sí-internship has to pass on the message that it is affordable, as well as enhancing professional and personal development. However also competitors position themselves similarly. Adapting these attributes will ensure that sí-internship is the competitors' equal in every way. However to create a USP sí-internships also needs to focus on an attribute its competition does not stand for. This can be the "sí-internships - community". Becoming part of this community signifies that students, workers or school-leavers will not go to Spain alone but with sí-internships and become a member of an exclusive club of those who dared to go to Barcelona and to make the best of their professional and personal lives while having the time of their life in one of the most exciting cities. The tone must be a mix of emotional language, pictures and videos and rational reasons for going to Spain. The emotional messages will make the website visitor keen on going to Barcelona and at the same time facts and rational reasons need to be delivered so that he/she can justify his/her decision to herself/himself (Bruhn, 2015, pp. 489-502).

Messages to all target groups

- sí-internships: dare to say sí to joining us
- dare to make new international friends abroad
- dare to meet people like you
- dare to make the best out of your life
- dare to think out of the box
- dare an international career
- dare to be who you want to be

School-leavers

- dare to find yourself far from home
- dare to be self-dependent
- dare to proof yourself at work

Students

- dare to gain professional experience
- dare to improve your language skills
- dare to stand out

Workers

- dare to make a change
- dare to find what you really like
- dare to work abroad

Parents

- reliable English, German and Spanish speaking personnel in Barcelona with 24h emergency contact for interns in Spain
- excellent customer service and contact person for parents in Barcelona
- educational benefits for participants
- interns improve language and intercultural and professional skills in a safe environment

Educators

- a language must be lived
- professional experience deepens and completes theoretical knowledge
- enrich your educational program by offering practical experience abroad

Measures

First the structure of the website of sí-internships needs to be modified. In general its structure has to be made more clear so that potential clients can find the information needed quickly. Because of that structuring the website taking the different target groups into account makes sense. There can be a section for students, school-leavers, workers, parents and educators. Relevant information for the different groups can be found in every section. This will ensure that the visitors of the website will find the information needed quickly. As the target audience is quite heterogenous it also enables sí-internships to communicate with all of them appropriately. Workers seeking some time off work or to experience a new working environment preparing them for a career change will respond to a different promotion strategy than parents willing to send their child abroad to do an internship.

Next to these basic structural necessities also the content needs to be adapted and modified. To achieve more traffic on the website customer benefits have to be created.

Those can be relevant information on life in Spain and internships abroad, career changes etc. interesting for the target audience of sí-internships. The information must be fun to read and factually interesting. This pull marketing method is effective as it attracts customer who are specifically looking for an internship or holidays in Spain to the website. However most website visitors leave the website again and will never return. Sí-internship has to find a way to keep in touch with them. This can be done by offering more relevant information for free if they sign up for a newsletter for example. Having obtained the e mail address of the potential customer this way they can be contacted in the future. To keep the visitors attention as long on the website as possible videos are an important communication instrument. Website visitors are a lot more likely to watch a short video (up to 90 seconds) then read a text (Charlesworth, 2009, pp. 42-44).

Creating, using and repeating a slogan in connection with sí-internships will make the company stick in the customer's mind. This could be "sí-internships - dare to say sí". This slogan can be especially useful as it contacts the visitor directly so that he/she will feel involved.

As the customer needs to remember sí-internships in a good way it is essential to advertise the strengths of sí-internships online convincingly and authentically like how personal and caring the customer service in Barcelona is.

Also scholarships available need to be advertised. This will give the clients the feeling that sí-internships supports them financially. Scholarships can be obtained by writing a blog, video blogging, photo blogging etc., activities sí-internships can profit from especially. Letting interns spread out the word of sí-internships and its good offers will create a buzz marketing effect (Belch and Belch, 2014, p. 13). Buzz marketing refers to marketing that is not obviously spread out by a company in the form of advertisement but by users of a product or service advising it to friends or the public. This will make the marketing messages more credible (Belch and Belch, 2014, p. 13).

Publishing testimonials of former participants will also contribute to the credibility of sí-internships and potential customers can gain insights into the life in Spain of interns from all over the world. This will also enforce the "sí-internships-community" as interns will report how they had an amazing time by traveling with sí-internships and how they found many friends because of the fun of intern-meetings and events organized by sí-internships.

Service packages need to be put together and advertised too. They can include an internship, a language course and social activities and trips as well as the accommodation service. Next to these package offers also internships with set

durations need to be offered. Individualized offers will appeal to customers as they will feel like sí-internships offers exactly what they are looking for. Just promoting to find some internship in some field with any duration might not convince some applicants to apply because it will not trigger an image of their time in Spain. Offering a 12 week long internship in a Spanish company with accommodation in a shared flat and flamenco lessons as well as trips with other interns to southern Spain will impress students/workers etc. because it might be exactly what they have been looking for or excite their imagination. Next to that also customized internships can be offered so that everybody will find what he/she wants.

Another important point is keeping up with topical matters and news related to the areas of activity of sí-internships. This can be for example taking part in the discussion on whether internships should be paid and whether paying for an internship placement service is justified and why.

Translating the website in the mother tongues of the target group will be a strategic aim to be realized within 5 years.

Also a Search Engine Optimization needs to be realized because otherwise all this amazing content will not be found on the internet, the main sales area of sí-internships.

It is also very important that the website is compatible for smartphones. Smartphones are the most used communication tools by large parts of the target audience of sí-internships. There is no easier way to reach them at any time of the day (Bruhn, 2015, p. 519).

Place

The website optimization will take place online and as the website is accessible in every country, the places where potential clients will be reached is worldwide.

Timing

Optimizing the website shall take place within six months. Time-consuming objectives like translating the website in different languages like Russian and Chinese shall be established within five years. Within the next six months a SEO has to be carried out and the website has to be restructured and optimized. Even though most energy and money will be required during these first six months to rearrange everything, the SEO and the updating of the content are continuous tasks that need to be carried out regularly. Also public relations tasks need to be fulfilled regularly via the website by publishing content about topical matters and dealing with news related to Barcelona, placement agencies and other areas of activity of sí-internships.

4.2.3 Cooperation

Further the promotion strategy for the instrument cooperation will be developed. The strategic cooperation are also very important for the promotion strategy of sí-internships. Indirect customer communication can take place via cooperation partners abroad. A cooperating placement agency, for example in China, can communicate the offers of sí-internships to the Chinese market it is addressing. However also the direct communication between sí-internships and the cooperation partner needs to be considered and planned. Placement agencies abroad can profit from cooperating with sí-internships as it gives them the possibility to offer internship placements in Barcelona and add their commission to the prices of sí-internships the applicants applying to them have to pay.

Private universities can be promising cooperation partners too to reach the customer group students. Private universities and private schools profit from broadening their offer by promoting stays in Barcelona. Sí-internships can also offer special prices for applicants studying at cooperating educational institutions.

Next to cooperation with placement agencies and private educational institution cooperation with non-profit organizations, an accommodation bureau, a language school, a tour operator, a travel insurance and a sports club in Barcelona need to be established. Direct Communication will take place with these organizations. However also the offers of these organizations broadening the offer of sí-internships through language classes etc., will be communicated to the clients.

Next to that cooperating with a language school can also help to overcome visa regulations restricting non-students to do an internship in Barcelona. By participating in a short language course interns will become students again and therefore be allowed to do an internship at the same time (Kalb, 2015).

Object

The communication object regarding the direct communication with the cooperation partners is the company sí-internships as sister company of studentsgoabroad.com and of course what it can offer to the companies and universities abroad and in Spain.

The object of the indirect customer communication via partners abroad are the offers of sí-internships and advertisement on the advantages of an internship in Spain.

Target Audience

The target audience regarding the promotion instrument cooperation are on the one hand international partners sí-internships seeks to cooperate with. Next to these direct contacts indirect contact can be established with the target group these cooperation partners reach in their country. Intermediating cooperation partners will mainly be European private universities and placement agencies in Russia, China, the US and Australia, but also cooperation with placement agencies in Europe are interesting to reach new markets.

To broaden the offer of sí-internships cooperation can be established with NGOs offering free time social activities, an accommodation bureau, a language school, a tour operator, a travel insurance and a sports club so that the customers of sí-internships will not only be able to profit from the organization of their internship but also from an accommodation service, free time activities and tips on insurances.

Message

The messages transferred differ depending on the interlocutor. The direct communication with placement agencies abroad, private universities, accommodation bureaus, NGOs and sports clubs should be rational and informative presenting sí-internships as a suitable and successful and reliable partner. The message transmitted to potential customers via cooperating placement agencies should be emotional as well as informative taking cultural backgrounds into account. Customers mainly need to be informed about what sí-internships can offer them. Cooperating with NGOs also transfers the message of a social and ecologic commitment of sí-internships.

Measures

The medium being used to contact placement agencies abroad is direct communication via e mail and skype. Cooperation partners in Barcelona can be contacted via e mail, phone and also met personally. The cooperating placement agencies themselves present the medium with which sí-internships will reach potential clients in the different countries.

Place

Cooperation with placement agencies and private universities need to be established internationally to reach people interested in going to Spain from all over the world. The most interesting countries for partnerships are as evaluated in the situation analysis (Kalb, 2015) the United States, Australia, China and Russia.

Partnerships with local NGOs, accommodation bureaus, sports clubs, insurance companies etc. shall be established nationally with companies mainly operating in Barcelona to broaden the offer of sí-internships.

Timing

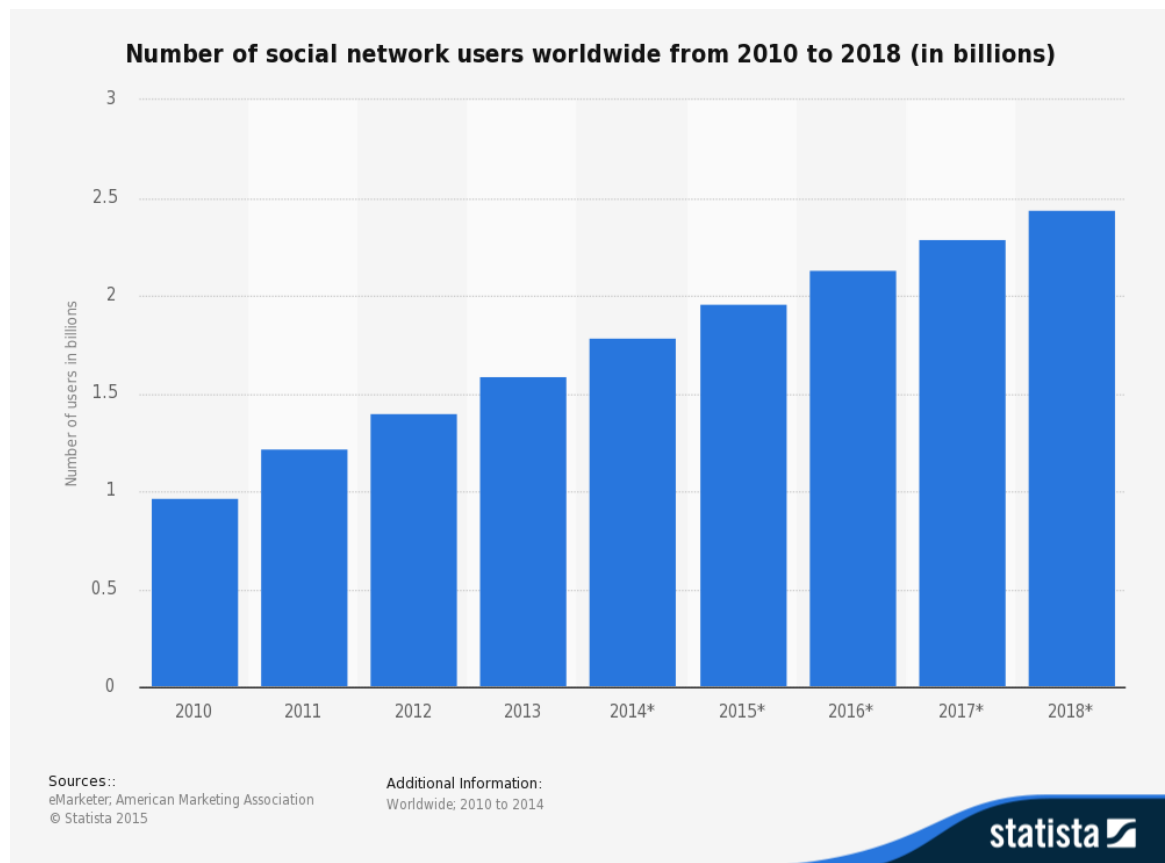
Cooperation shall be established on a long-term base. In case the cooperation will work out well, they can become strategic alliances in the future according to Wakeam's criteria published in the Ivey Business Journal (2003).

Looking at the target system cooperative aims are planned to be realized within three years. Of course the direct communication with the cooperation partners needs to be established before the indirect communication with clients via and about these partners can take place. Finding suitable cooperation partners in Barcelona, China, Australia, the US, Russia and European countries is however a long process which shall be started as soon as possible.

The cooperation partners can however only be addressed after advertisement objectives have been realized. Setting up a professional website needs to be the first step so that possible cooperation partners which will be addressed know who they are dealing with and can be convinced that sí-internships is a professional and promising company they want to get involved with. First cooperation partners need to be found, then the indirect communication to customers from different nations can be established within a time frame of three years.

4.2.4 Social media

Social media are one of the most important promotion instruments to initiate a direct communication with clients. Social media have become more and more important within the last few years. This can be seen in the statistic below.



(statista, 2015)

William Arruda (2013) suggests “If you’re avoiding social media, you’re invisible to those who seek what you have to offer. Be visible and available in the virtual world so you can expand your success in the real world”. Following this advice a social media strategy will be built in the following. Arruda advises to initiate a strategy which is focused, consistent and real in terms of an authentic presentation of the company. As the web gives fewer opportunities to build emotional connections as personal interactions, the messages communicated must be very clear to present a company authentically and real. Injecting personality, values and passion will also contribute to a real presentation. Consistency builds recognition and memorability and makes social media use credible. Being focused is especially important as the web is vast and there are thousands of different social media tools. It would be exhausting to be visible everywhere (Arruda 2013). This is why sí-internships has to decide on which social media it will focus.

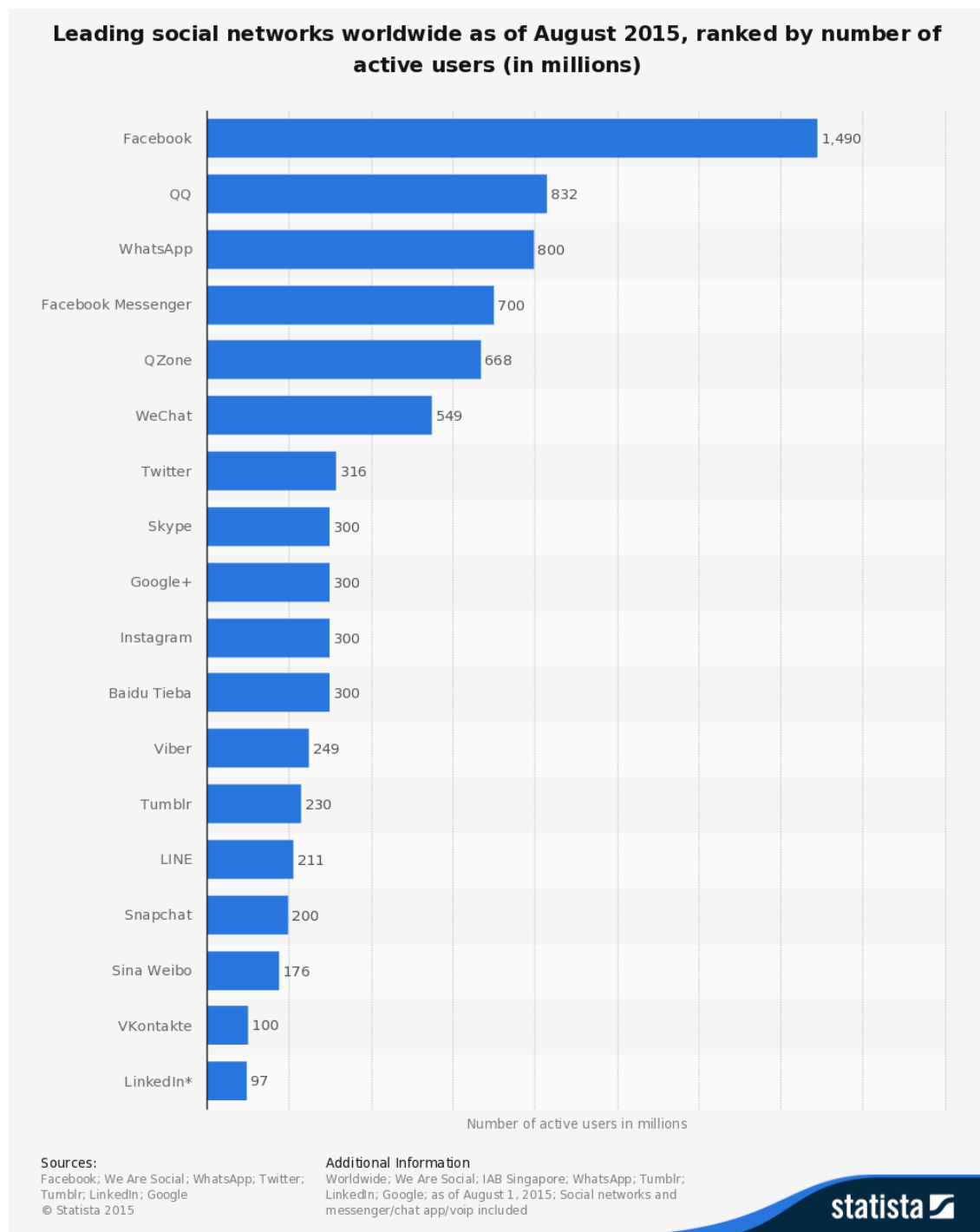
Object

The communication object to be transmitted to the target audience is sí-internships, its values, offers and passions. News and events in and about Barcelona as well as news from the interns shall be presented. Social media can also be used to show how and

what participants are doing. Interns can be the sender of different messages published on social media too to show their perspective of life in Spain.

Target Audience

The following statistic shows the social networks with most active users worldwide.



(statista, 2015)

As the clients of sí-internships are international this can be a rough guide to which networks are especially interesting and reach most of the target group. It is however hard to reach the Chinese market using international social media such as facebook,

google+ and twitter as the Chinese government has blocked them in most of the country (Arthur 2012). Also Russians cannot be reached via social media because of language issues and the fact that most of them prefer Russian networks (Kalb, 2015). Here sí-internships is relying on the marketing and promotion strategy of its cooperation partners abroad to reach these customer groups.

The main target audience for the social media strategy are therefore Europeans, Australians and Americans. Social media are nowadays being used by most age groups. This is why the messages transferred must do justice to students, school-leavers, parents, educators and workers. Its main orientation needs to be towards students (Group A), school-leavers (group B) and workers (group C) as these are the groups actually planning to move to Barcelona. By following the activities of sí-internships on social media they can gain insights into the life of the “sí-internships-community” in Spain.

Message

The context of the message has to show the potential buyer what sí-internships is, who stands behind it and what it has to offer. Especially the upsides of life in Spain with sí-internships need to be presented. It is the aim to communicate why sí-internship is special and a better choice than its competitors. To do so a Unique Selling Proposition needs to be established and promoted. This USP can be the “sí-internships community”. Many students are interested in going abroad but do not dare to go because of their fear of being alone in a foreign country. The message can be “don’t go abroad alone - go abroad with sí-internships”. Sí-internships will be able to provide social events to it’s clients. This will be especially interesting for participants from the US and Australia as university students there are younger than in Europe and will experience a great change moving to a different continent (Kalb, 2015). They need to feel like they are being taken care of and will become part of a great and fun community in Barcelona. The tone to transfer these information and emotions can be factual, rational and emotional at the same time.

Measures

To initiate social media communication first the social media which will be used need to be picked. This can be done by looking at the media with the greatest number of users. However also functional matters need to be taken into account. LinkedIn and Xing for example are websites where especially applicants looking for internships, new jobs etc. create profiles. This is the target group of sí-internships and therefore it makes sense to be present on these online platforms.

However as mentioned before quoting Arruda, clearness is a very important criteria using social media. The services and also the prices of the services of sí-internships need to be presented. Otherwise sí-internships might be confused with a charitable organization and attract a target audience it is not aiming for.

Next to these career portals also facebook, twitter, google+, tumblr to create a blog, instagram and youtube are very important communication channels. Facebook, twitter, tumblr and google+ play a great role as these are the channels which are being used a lot by a large and heterogeneous target group comprising different age groups and nations. They therefore present a way to easily reach a great number of clients using one medium. Instagram and youtube play an important role as pictures and videos become more and more important to gain the client's interest (Bruhn, 2014, p. 564). It will take some time to realize the objective to create professional videos because of a lack in HR however this presents a strategic aim to be realized after sí-internships has experienced first successes with its new promotion strategy.

Place

The communication activities shall be international.

4.2.5 Direct marketing

Direct marketing is a special communication instrument as it makes communicating directly to the customer possible and initiates a dialogue (Bruhn, 2015, p. 250). Social media can also be seen as part of direct marketing because also here a dialogue is being initiated. However sí-internships requires a separate strategy for social media activities as direct marketing and social media build very important parts of the strategy and can be planned more accurately split. Direct marketing here includes the skype button on the website, the accessibility via telephone and an interactive design of the website.

Object

The object here is sí-internship and its staff. Through the direct communication via telephone and skype a very personal contact can be established between the employee of sí-internships and the potential client. To enforce this personal contact skyeping with video needs to be aimed at. The object is therefore the sí-internship employee as consultant, as friend and as mentor informing the applicant clearly about the offers of sí-internships but also providing an insight into the sí-internships community and the amazing life of the interns in Spain. Next to that also the

professional advantages need to be emphasized by the career experts, by the one the clients can trust, the employees of sí-internships.

Target Audience

The target audience includes all clients of sí-internships. Especially parents (group D) of young applicants will be interested in phoning the sí-internships team. A skype conversation shall be initiated with all customers interested in going to Barcelona to create a very personal dialogue. However there need to be opening times for skype and telephone conversations because of the working hours of the sí-internships team. Skype is a great medium to address customers worldwide as it is free from costs however the different time zones need to be considered setting up the timetable with skype opening times. E mails present the most important medium all target groups will be contacted with.

Message

The messages transferred factually are the offers of sí-internships and the prices. Next to this and the other messages which also apply for the other promotion instruments like the advantages of going abroad, it is very important to transfer information about the company and the team via telephone, skype and e mail. These messages can be emotional and factual at the same time so that facts support the positive images connected with the company. Firstly direct marketing will take the fear away from scams on the internet. Sí-internships can show that it is a real company with a very nice team and a personal customer service which is available for the customer's most time of the week. Another message to be transferred is that sí-internships deserves to be trusted and is there for interns in Barcelona and also for parents and educators abroad. Another message needs to be that all interns are having fun in Barcelona and that there is a "sí-internships community" learning, studying and having fun together.

The tools to design the website more interactive like a price calculator will inform the students factually about the offers of sí-internships. A price calculator for example can work as following. By clicking on different services the calculator will add the prices automatically and display the total sum. This will make the prices more transparent and involve the customer actively in the organization of his/her stay abroad. The message transferred is therefore purely informational. It has as well an activating effect on the customer has he/she has to decide which offers he/she is interested in and put the program together himself/herself. By getting the customer more involved his/her attention will increase as well as his/her connection to sí-internships (Bruhn, 2015, pp. 489-502).

Measures

Skype, telephone, an interactive design of the website and e mailing can take place at the same time and shall be initiated within the next six months. In the future a telephone with different country codes can be established too however first empirical value needs to be generated to see in which markets telephone contact is demanded. As mentioned before, for skype special opening times must be mentioned on the website under the skype button so that clients will know when they can reach sí-internships. One of the key strengths of sí-internships needs to be its speed. Answering messages quickly, accepting as many calls as possible is important to stand out from the competition.

Place

Direct marketing activities can easily take place internationally.

Timing

Direct Marketing activities can be initiated within the next six months, the website transformed and a telephone contact established. The direct marketing activities need to be continuous and the same effort put into fulfilling these promotional tasks at any time after the launching of the new website.

5. Conclusion

5.1 An effective and affordable promotion of sí-internships

How can a startup launch an effective promotion strategy while avoiding financial burdens? The case of sí-internships.

The answer to this question is: By doing an extensive situation analysis, planning the target audience accurately and developing a flexible strategy taking the newest trends in marketing into account. The situation analysis investigated the appearance of the competitors, how they act and who they are targeting. This made it possible to find out who they are not targeting: Workers, between 30-50 years old. Due to social and economic trends it is also very likely that this target audience is interested in doing an internship in Spain as displayed previously. Addressing and attracting this customer group and making them book an internship in Barcelona will open up new strategic opportunities, a blue ocean strategy, the most desirable market situation.

Next to attracting this new customer group also the existing customer groups students and school-leavers need to be broadened. Addressing their teachers and parents too will make the promotion message of sí-internships even more convincing. To design a customer specific communication the website of sí-internships can be divided into sections which include information for the different target groups. Next to these structural improvements also the website content needs to be adapted. Customer communication via the website will be an inexpensive way to pass on the latest news and offers to potential customers worldwide.

But the website is not the only promotional instrument with which customer communication can take place. Also social media, sponsoring activities, direct marketing and cooperation will enable sí-internships to reach its clients without draining its financial resources.

As the most promising target audience of sí-internships was determined to be very international, cooperation with placement agencies mainly in the US, Australia, Russia and China can help reaching these foreign markets. Sí-internships will not have to carry out any expensive market research and market cultivation of the Chinese, Russian, American and Australian market. The Chinese target audience for example

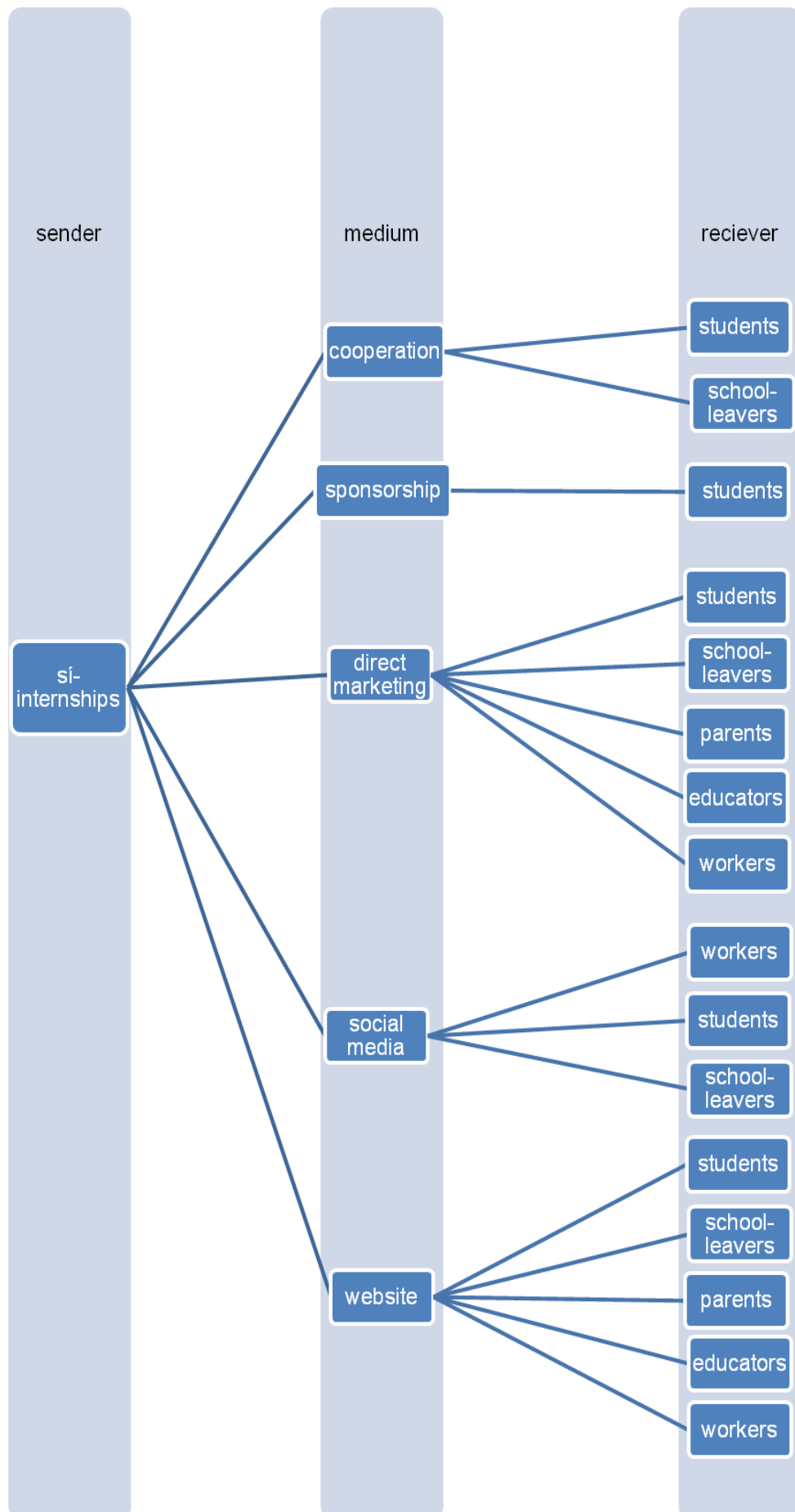
can be addressed via a Chinese placement agency passing the offer of sí-internships onto their clients.

By supporting school and university projects with little monetary awards or coupons for a free internship placement service in Barcelona the target audience will become familiar with sí-internships. This is how the company can establish a personal contact to the clients its competitors do not have.

This personal contact is very important as trust is one of the key factors to success in the placement business. This personal relationship can be enforced through direct marketing activities like skyping personally with as many clients as possible.

Social media present another way to talk to clients and potential clients directly. Sí-internships can present itself on different platforms for free and participate actively in dialogues about traveling and internships abroad.

The following graph summarizes briefly how which target groups can be reached.



After determining how to reach who, a company needs to be aware of what messages it wants to pass on. These messages must be very specific and create a USP to stand out from the competition. Here the focus can be laid on the “sí-internships community”. Presenting sí-internships as a community of friends can take the customer's fear away from being alone in a foreign country. This community feeling is not transferred by any other placement agency that was analysed. Groups in social networks as Facebook can contribute to this community of interns that shall be established. Facebook groups can for example be used to initiate a direct conversion between interns in Spain and potential clients.

By offering scholarships to interns who write blogs or video blog about their time in Spain this community feeling can arise and the message transferred that new friends are waiting in Barcelona.

5.2 Future prospects

The next steps to make this strategy feasible is planning the resource allocation and the operative approach to the promotion strategy. The resource allocation will however not play a great role as this promotion strategy can be carried out without putting in a lot of money. To plan this strategy operatively means to formulate clear messages and plan the first steps on how to put the objectives into practice. A strategy is always as good as its implementation. This means that the future success of the strategy is now dependent on the operative planning and execution.

Bibliographie

Arruda, W., 2013. Three Elements Of An Effective Social Media Strategy. *Forbes*, [online] 27 August. Available at: <http://www.forbes.com/sites/williamarruda/2013/08/27/three-elements-of-an-effective-social-media-strategy/> [Accessed 26.10.2015].

Arthur, C., 2011. Google+ blocked in China. *The guardian*, [online] 30 June. Available at: <http://www.theguardian.com/technology/2011/jun/30/google-plus-blocked-china> [Accessed 25 October 2015].

Backhaus, K., Erichson, B., Plinke, W., Weiber, R., 2011. *Multivariate Analysemethoden, Eine Anwendungsorientierte Einführung*. Berlin: Springer.

Belch, G. and Belch, M., 2004. *Advertising and Promotion*. 6th ed. Burr Ridge: McGraw-Hill/Irwin.

Bühl, A., 2009. *Einführung in die moderne Datenanalyse*. 12th ed. Munich: Pearson.

Busch, R., Seidenspinner, M., Unter, F., 2007. *Marketing Communication Policies*. 9th ed. Heidelberg: Springer.

Charlesworth, A., 2011. *Die digitale Revolution*. Offenbach: Gabal.

D'Avino, M., De Simone, V., Iannucci, M. and Schiraldi, M., 2014. Guidelines for e-Startup Promotion Strategy. *Journal of Technology Management & Innovation*, [e-journal] 10 (1). Available through: Hochschule Mittweida University Library website <http://primo-49mit.hosted.exlibrisgroup.com/primo_library/libweb/action/search.do> [22 October 2015].

Doran, G.T., 1981. There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*. 70(11).

Dr. Bruhn, M., 2013. *Kommunikationspolitik*. 7th ed. Munich: Vahlen.

Esch, F., 2010. *Strategie und Technik der Markenführung*. 6th ed. München: Vahlen.

Ettenson, R., Conrado, E., Knowles, J., 2002. Rethinking the 4P's. *Harvard Business Review*, [e-journal] 91 (1/2). Available through: Hochschule Mittweida University Library website <<http://web.a.ebscohost.com/ehost/detail/detail?vid=2&sid=61919a1e-dac2-440f-94bc-d62041f164cb%40sessionmgr4004&hid=4204&bdata=JnNpdGU9ZWWhvc3QtbGl2ZQ%3d%3d#AN=84423896&db=buh>> [Accessed 15 October 2015].

Frank, A., Solveigh, H., Nelson, K., 2010. *Rolle und Zukunft privater Hochschulen in Deutschland*. [pdf]: Stifterverband für die Deutsche Wissenschaft. Available at: <http://stifterverband.info/wissenschaft_und_hochschule/hochschulen_im_wettbewerb/archiv/private_hochschulen/index.html> [Accessed 12 November 2014].

Hambrick, D, Fredrickson, J., 2011. Are you sure you have a strategy?. *The Academy of Management Executive*, [online] Available at: <<https://www.uco.edu/central/strategicplanning/files/documents/public/Strategic%20Planning%20in%20General/Hambrick%20-%20Are%20You%20Sure%20You%20have%20a%20Strategy.pdf>> [Accessed 22 June 2015].

Havaladar, K. K., 2002. *Industrial Marketing*. Delhi: Tata McGraw-Hill.

Jones, D. B. , 1994. Setting Promotional Goals: A Communication Relationships' Model. *Journal of Consumer Marketing*, Vol. 11 Iss 1 pp. 38 - 49

Levesque, R., 2001-2014. *Raynald's SPSS Tools*. [online] Available at: <<http://legacy.spsstools.net>> [Accessed 27 January 2015].

Levitt, T., 1991. *Thinking about Management*. New York: Free Press.

Meffert, H., Bruhn, M., 2012. *Dienstleistungsmarketing: Grundlagen - Konzepte - Methoden*. 7th edition. Wiesbaden: Springer Gabler.

Meister, J., 2012. Job Hopping Is the 'New Normal' for Millennials: Three Ways to Prevent a Human Resource Nightmare. *Forbes*, [online] 14 August. Available at: <http://www.forbes.com/sites/jeannemeister/2012/08/14/job-hopping-is-the-new-normal-for-millennials-three-ways-to-prevent-a-human-resource-nightmare/> [Accessed 09.10.2015].

Nieschlag, R., Dichtl, E. and Hörschgen, H., 2002. *Marketing*. Berlin: Dunker&Humblot.

Porter, M.E., 2008. The Five Competitive Forces That Shape Strategy, *Harvard business Review*, January 2008.

Statista, 2014. Number of social network users worldwide from 2010 to 2018 (in billions). [online] Available at: <<http://www.statista.com/statistics/278414/number-of-worldwide-social-network-users/>> [Accessed 10 October 2015].

Statista, 2015. *Leading social networks worldwide as of August 2015, ranked by number of active users (in millions)*. [online] Available at: <<http://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>> [Accessed 10 October 2015].

The Economic Times, 2015. *Definition of 'Promotions'*. [online] Available at: <<http://economictimes.indiatimes.com/definition/promotions>> [Accessed 01 October 2015].

Wakeam, J. , 2003. The Five Factors of a Strategic Alliance. *Ivey Business Journal*, [online] Available at: <<http://iveybusinessjournal.com/publication/the-five-factors-of-a-strategi>

Declaration of originality

Hiermit erkläre ich, dass ich die vorliegende Arbeit selbstständig und nur unter Verwendung der angegebenen Literatur und Hilfsmittel angefertigt habe. Stellen, die wörtlich oder sinngemäß aus Quellen entnommen wurden, sind als solche kenntlich gemacht. Diese Arbeit wurde in gleicher oder ähnlicher Form noch keiner anderen Prüfungsbehörde vorgelegt.

München, 31.10.2015

Ort, Datum

Vorname Nachname